



**NORTHERN CORRIDOR  
STRATEGIC PLAN  
2017-2021**

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## LIST OF ABBREVIATIONS AND ACRONYMS

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|                          |  |
|--------------------------|--|
| <b>AfDB</b>              | African Development Bank                                       |
| <b>ASYCUDA</b>           | Automated System for Customs Data                              |
| <b>BAU</b>               | Business as usual  |
| <b>COMESA</b>            | Common Market for Eastern and Southern Africa                  |
| <b>COMPETE</b>           | Competitiveness and Trade Expansion                            |
| <b>CD-COM</b>            | COMESA Customs Document  |
| <b>CDS</b>               | Corridor Diagnostic Study                                      |
| <b>CFS</b>               | Container Freight Station                                      |
| <b>CICOS</b>             | Commission Internationale du Bassin Congo-Oubangui-Sangha      |
| <b>CEPGL</b>             | Economic Community for the Great Lakes Countries               |
| <b>DFID</b>              | Department for International Development of the United Kingdom |
| <b>DBSA</b>              | Development Bank of Southern Africa                            |
| <b>DRC (D. R. Congo)</b> | Democratic Republic of Congo                                   |
| <b>DWT</b>               | Dead Weight Tons   |
| <b>EAC</b>               | East African Community   |
| <b>EAPP</b>              | East African Power Pool  |
| <b>EDC</b>               | Economic Development Corridor                                  |
| <b>ESWS</b>              | Electronic Single Window System                                |
| <b>EU</b>                | European Union   |
| <b>EXIM</b>              | Export-Import  |
| <b>GDP</b>               | Global Domestic Product  |
| <b>GOK</b>               | Government of Kenya  |
| <b>GOU</b>               | Government of Uganda   |
| <b>GOSS</b>              | Government of South Sudan                                      |
| <b>HSWIM</b>             | High Speed Weighing in Motion                                  |
| <b>IBM</b>               | Integrated Border Management                                   |
| <b>ICGLR</b>             | International Conference for the Great Lakes Region            |
| <b>ICD</b>               | Inland Container Depot   |
| <b>ICT</b>               | Information Communications Technology                          |
| <b>IPPF</b>              | Infrastructure Project Preparation Facility                    |
| <b>IGAD</b>              | Intergovernmental Authority for Development                    |
| <b>IGOs</b>              | Inter-Governmental Organizations                               |
| <b>ISCOS</b>             | Intergovernmental Standing Committee on Shipping               |
| <b>IRI</b>               | International Roundness Index                                  |
| <b>JKIA</b>              | Jomo Kenyatta International Airport, Nairobi                   |
| <b>KENHA</b>             | Kenya National Highways Authority                              |
| <b>KMA</b>               | Kenya Maritime Authority                                       |
| <b>KPA</b>               | Kenya Ports Authority  |

|                    |  |
|--------------------|--|
| <b>KRA</b>         | Kenya Revenue Authority  |
| <b>KWATOS</b>      | KILINDINI Waterfront Terminal Operations System                |
| <b>MAGERWA</b>     | Magasins Généraux du Rwanda                                    |
| <b>MCLI</b>        | Maputo Corridor Logistics Initiative                           |
| <b>MIS</b>         | Management Information System                                  |
| <b>MOU</b>         | Memorandum of Understanding                                    |
| <b>NCSDP</b>       | Northern Corridor Spatial Development Program                  |
| <b>NCTTA</b>       | Northern Corridor Transit and Transport Agreement              |
| <b>NCTTCA</b>      | Northern Corridor Transit and Transport Coordination Authority |
| <b>NCTIP</b>       | Northern Corridor Transport Improvement Project                |
| <b>NEPAD</b>       | New Partnership for Africa's Development                       |
| <b>OECD</b>        | Organization for Economic Cooperation and Development          |
| <b>ONATRA/SCTP</b> | Office National de Transports du Congo                         |
| <b>OSBP</b>        | One Stop Border Post   |
| <b>PIM</b>         | Project Information Memorandum                                 |
| <b>PMAESA</b>      | Port Management Association for Eastern and Southern Africa    |
| <b>PPPs</b>        | Public Private Partnerships                                    |
| <b>PPIAF</b>       | Public Private Infrastructure Advisory Finance                 |
| <b>RADDEX</b>      | Revenue Authorities Digital Data Exchange                      |
| <b>RCBG</b>        | Regional Customs Bond Guarantee                                |
| <b>RCTG</b>        | Regional Customs Transit Guarantee                             |
| <b>RECs</b>        | Regional Economic Communities                                  |
| <b>RVR</b>         | Rift Valley Railways   |
| <b>SNCC</b>        | Société Nationale des Chemins de Fer du Congo                  |
| <b>SO</b>          | Strategic Objective  |
| <b>SOLAS</b>       | Safety of Life at Sea  |
| <b>SRO-EA</b>      | Sub-Regional Office for Eastern Africa of the UNECA            |
| <b>SSA</b>         | Sub-Saharan Africa   |
| <b>SSATP</b>       | Sub-Saharan Africa Transport Policy Program                    |
| <b>SWOT</b>        | Strengths Weaknesses Opportunities and Threats                 |
| <b>TEUs</b>        | Twenty-foot Equivalent Units                                   |
| <b>TMEA</b>        | Trade Mark East Africa   |
| <b>UNECA</b>       | United Nations Economic Commission for Africa                  |
| <b>UNRA</b>        | Uganda National Roads Authority                                |
| <b>USAID</b>       | United States Agency for International Development             |
| <b>USD</b>         | United States Dollars  |
| <b>VLC</b>         | Vehicle Load Control   |
| <b>WBCG</b>        | Walvis Bay Corridor Group                                      |
| <b>WCO</b>         | World Customs Organization                                     |
| <b>WTO</b>         | World Trade Organization                                       |





## FOREWORD

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The Northern Corridor Transit and Transport Coordination Authority since its formation has continued to witness a great success in transforming the transport and trade logistics chain, intra states trade and other efforts towards transforming Northern Corridor into an economic development corridor that enhance the seamless movement of trade and traffic across the region.

The last two generations of strategic plans have enabled the Secretariat to pick key lessons that have been applied in enhancing its operational efficiency and to provide better support to the Member States in bringing to life the spirit of the Northern Corridor Transit and Transport Agreement.

The current Strategic Plan is premised on 3 key pillars geared towards sustainable transport namely; economic pillar aiming at promoting efficient and competitive transport; social pillar for fostering an inclusive transport; and the social economic dimension pillar for promoting environmental sustainable green freight transport and addressing other social health and economic dimensions in transport logistics chain.

The focus of the Third Strategic plan 2017/2021 will therefore see more involvement of the private sector in the implementation of infrastructure projects, improvement in the quality of infrastructure, the transformation of the Northern corridor into a Green corridor and increased operational efficiencies along the Corridor.

The Strategic Plan 2017-2021 recognizes the key roles Member States play in achieving the Strategic Goals. Therefore, the successful implementation of the third generation strategic plan will require strong commitment and sustainable partnership from all the stakeholders both public and private. Critical to the achievement of the Strategic Goals is the availability of both financial and human resources. I consequently urge all the Member States to show continued support and commitment towards the attainment of the Northern Corridor mandate and Vision.

On behalf of the Council of Ministers, I would finally like to urge Member States to strengthen collaboration and enhance support with Development Partners, Regional Economic Communities and Institutions towards the implementation of NCTTCA's programmes as we work for a strong regional trade partnership and integration.

### **Hon. José MAKILA SUMANDA**

Vice-Prime Minister and Minister of Transport and Ways of Communications, Democratic Republic of Congo  
Chairman of the NCTTCA Council of Ministers.

## **PREFACE**

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The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was established and mandated by the Member States to oversee the implementation of the Northern Corridor Transit and Transport Agreement (NCTTA), to transform the Northern Corridor trade route into an economic development corridor.

In the last decade, NCTTCA has made tremendous strides towards making the Northern Corridor a seamless, efficient, smart and green corridor. The key achievements include the establishment of the Transport Observatory Portal which enables the Secretariat to track the corridors performance based on agreed indicators. Other strategic programs envisaged to make the corridor a smart and seamless corridor will see the implementation of the Road Side Program and establishment of Wellness centres along the Corridor.

The NCTTCA is determined to address social and economic dimensions in the transport logistics chain including Environmental and Social Health issues. The Northern Corridor Green Freight Programme has been conceptualized to address environmental issues in transport logistics. This is in line with the recently adopted global and continental frameworks such as the 2015 Paris Climate Agreement, Agenda 2063 of the African Union, and the 2030 Agenda for Sustainable Development focused on the Sustainable Development Goals (SDGs).

The Key goals of the Strategic Plan namely; sustainable development corridor with seamless trade flows and vibrant private sector participation, expanded and modernized transport infrastructure and services, established and harmonized policies and legal frameworks for transport and trade facilitation, as well as robust performance monitoring, evaluation and institutional capacity for the northern corridor; are structured along the key programmes of NCTTCA and in line with its mandate.

The NCTTCA continues to enjoy good political will and commitment from Member States who have tirelessly supported the initiatives in the region.

The successful implementation of the Strategic Plan will require continued support from Development Partners, Regional Institutions and Regional Economic Communities as well as the Private Sector who are key stakeholders in the Trade and Transport Logistics chain. With the support and collaboration from all key stakeholders both public and private, the full implementation of the Strategic Plan 2017-2021 will result in efficiency and reduce the costs of doing business in the Northern Corridor region.

**Fred TUMWEBAZE**

Ag. Executive Secretary of the NCTTCA

## **ACKNOWLEDGEMENT**

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The Northern Corridor Transit and Transport Coordination Authority wishes to acknowledge with great appreciation the technical and financial assistance provided by the United Nations Economic Commission for Africa (UNECA)/African Trade Policy centre (ATPC) for the final evaluation of the strategic plan 2012/2016 and the development of this Strategic Plan for the period 2017/2021.

The Secretariat wish to recognize the key role played by the NCTTCA Member States and Policy Organs in guiding the Strategic Planning process. Their invaluable contributions and support have been indispensable and highly appreciated.

Finally the Secretariat would like to thank NCTTCA Staff members and all Stakeholders who participated in the process of developing this Strategic Plan.

## EXECUTIVE SUMMARY

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The Northern Corridor is a multimodal trade route linking the landlocked countries of the Great Lakes Region with the Kenyan maritime sea port of Mombasa. The Northern Corridor Transit and Transport Agreement (NCTTA) is a treaty coupled with 11 protocols signed in 1985 and revised in 2007 for regional cooperation with a view of facilitating interstate and transit trade, between the Member States of Burundi, Democratic Republic of Congo, Kenya, Rwanda, and Uganda. South Sudan acceded to the Agreement in 2012.

The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was established and mandated by the Member States to oversee the implementation of the agreement, to transform the Northern trade route into an economic development corridor and making the corridor a seamless, efficient, smart and green Corridor.

The objectives of the agreement are based on 3 pillars of sustainable transport namely economic pillar aiming at promoting efficient and competitive transport; social pillar with the view to fostering an inclusive transport and the environmental pillar for a green freight transport.

### **The Strategic Plan**

The Review of the Strategic Plan 2012-2016 was key in informing the strategic direction that NCTTCA would take in the Strategic Plan period 2017-2021. A participatory approach was adopted in analyzing NCTTCA's current situation where views were sought from the Organization's stakeholders who included Government Ministries and Corporations, Regulatory Authorities, Revenue Authorities, Trade, Logistic and Transport Associations among others through one-on-one discussions. The Strategic Plan 2017-2021 is expected to respond to various dynamics and challenges within the transport and trade sectors in line with the needs of Member States.

The New Strategic Plan therefore provides a framework for addressing the NCTTCA's primary mandate of removal of obstacles to the flow of trade and services along the Northern Corridor. Implementation of the Plan will be guided by a Vision, Mission and Strategic Goals towards achieving long term outcomes in line with the Northern Corridor's Mandate as specified in the NCTTCA Agreement.

The Strategic Plan 2017-2021 focuses on four major Strategic Goals. The goals are directly derived from the objectives of the Northern Corridor Transit and Transport Agreement (NCTTA). As part of the strategy, resource mobilization and sequence of implementation of initiatives and priority programmes are consistently emphasized in the Strategic Plan.

The Strategic Plan 2017-2021 has benefited from the application of globally accepted approaches; including external and internal organizational scanning using the Political, Economic, Social, Technological, Legal & Environmental (PESTLE) and Strength, Weakness, Opportunity & Threat (SWOT) analytical tools.

Based on the results from evaluation of the current strategic plan, the unachieved strategic objectives have been factored in the strategic direction, will be refocused and run for the next five years. Responding to changes culminating from environment changes, new strategic goals are developed and incorporated in the plan.

# 1. INTRODUCTION

This chapter provides background information on the Northern Corridor Transit and Transport Coordination Authority (NCTTCA). It articulates the role of NCTTCA as the Permanent Secretariat coordinating and implementing the Northern Corridor Transit and Transport Agreement (NCTTA). It further gives an insight into the transport network of the Northern Corridor and the rationale and the methodology for developing the Strategic Plan 2017-2021.

## 1.1 Background

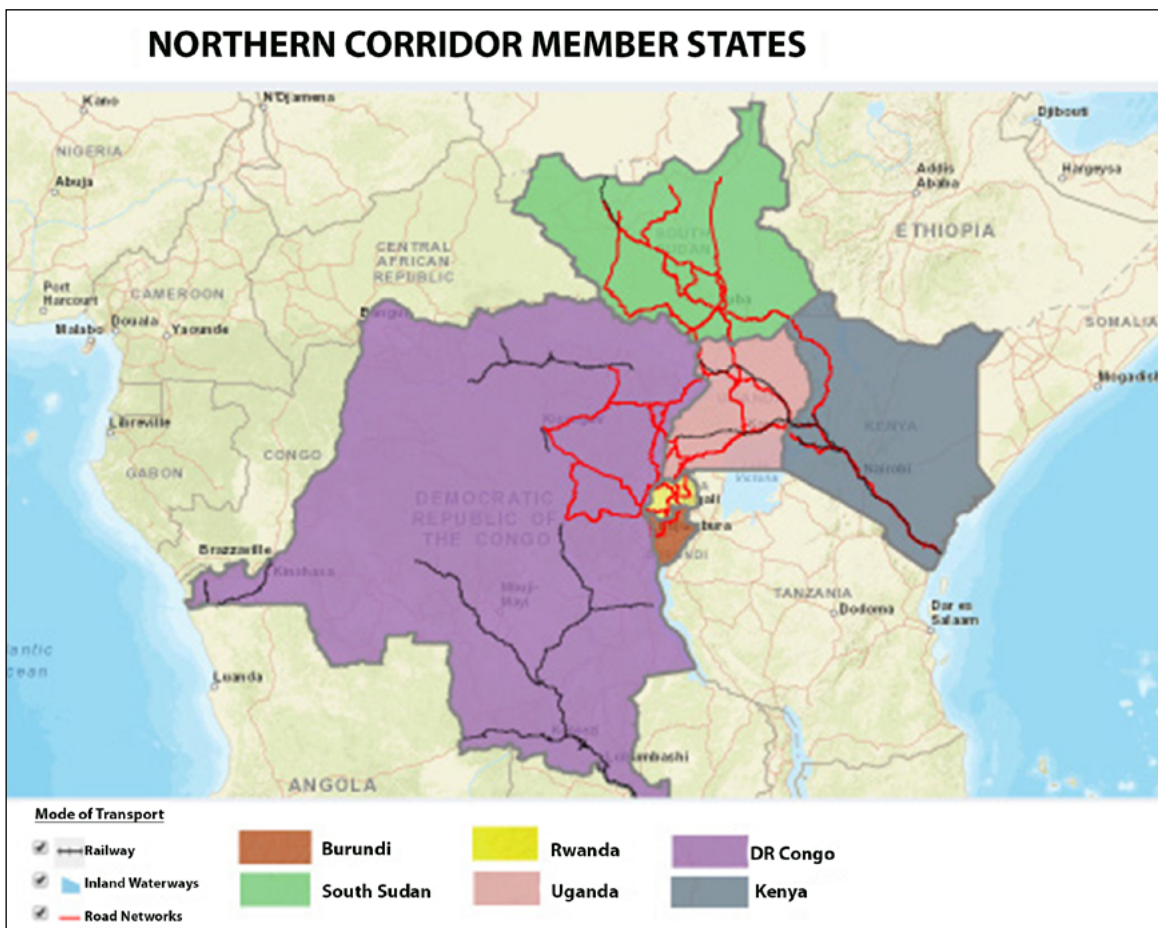
The Northern Corridor is a multimodal trade route linking the landlocked countries of the Great Lakes Region with the Kenyan maritime sea port of Mombasa as illustrated in Figure 1. The Northern Corridor Transit and Transport Agreement (NCTTA) is a treaty signed in 1985 and revised in 2007 for regional cooperation with a view of facilitating interstate and transit trade, between the Member States of Burundi, Democratic Republic of Congo, Kenya, Rwanda and Uganda. South Sudan acceded to the Agreement in 2013.

The NCTTA is a comprehensive agreement with defined 11 Protocols on strategic areas for regional cooperation relating to: Maritime Port Facilities, Routes and Facilities, Customs Controls and Operations, Documentation and Procedures, Transport of Goods by Rail, Transport of Goods by Road, Inland Waterways Transport of Goods, Transport by Pipeline, Multimodal Transport of Goods, Handling of Dangerous Goods and Measures of Facilitation for Transit Agencies, Traders and Employees.

The objectives of the agreement are based on 3 pillars of sustainable transport namely economic pillar aiming at promoting efficient and competitive transport; social pillar with the view to fostering an inclusive transport and the environmental pillar for a green freight transport.

The Northern Corridor Transit and Transport Coordination Authority (NCTTCA) was established and mandated by the Member States to oversee the implementation of the agreement, to monitor its performance and to transform the Northern trade route into an economic development corridor and making the corridor a seamless, efficient, smart and green Corridor.

**Figure 1: Location Map of the Northern Corridor**



## 1.2 Mandate of NCTTCA

In order to overcome transit and transport constraints affecting operations, the governments of Burundi, Kenya, Rwanda and Uganda decided to negotiate in 1985 a treaty, the Northern Corridor Transit Agreement, with a view to promoting an efficient, cost-effective and reliable transit transport system. Democratic Republic of Congo and South Sudan became part of the treaty in 1987 and 2013, respectively.

The overall mandate of the NCTTCA therefore, is the removal of all obstacles to the flow of trade and services along the Northern Corridor. In fulfilling this mandate, the objectives of the NCTTCA are as specified in the 2007 Agreement namely:

- a) To facilitate trade, the movement of persons, vehicles and goods in domestic, regional and international transport.
- b) To stimulate economic and social development in the territories of the contracting parties.
- c) To transform the corridor into a developmental corridor which in addition to offering safe, fast and competitive transport and transit services that secure regional trade, will stimulate investments, encourage sustainable development and poverty reduction and
- d) To implement strategies for accelerating economic and social growth along the corridor while ensuring environmental sustainability.

In order to achieve the above objectives, the contracting states have agreed to undertake the following:

- a) Establish and manage transport and communication systems that are viable, reliable and efficient, with the private sector being eligible to operate and manage such systems.
- b) Implement a policy of non-discriminatory, reciprocity, equal treatment and fair competition towards operators and users of the transport and communications systems.
- c) Cooperate in investment planning, development of transport and transit facilities and to jointly seek financing for project execution.
- d) Harmonize their standards and procedures for design, construction, operation and maintenance of transport, transit facilities and equipment.
- e) Take measures necessary to promote the role of the corridor as a development corridor.
- f) Encourage the private sector to participate in the financing of construction and maintenance of transport infrastructure and facilities.
- g) Harmonize privatization policies relating to the management of transport facilities and services.
- h) Facilitate the smooth and rapid movement of persons and goods between their territories and in transit, through the simplification and harmonization of documentation and procedures relevant to the movement of persons and goods between their territories and in transit through their territories.
- i) Work towards eradication of customs fraud and tax evasion; and
- j) Carry out mutual consultations with other contracting parties, prior to effecting any changes in laws, regulations and procedures concerning the movement of persons, vehicles and goods, except in an emergency.

## 1.3 The Northern Corridor Transport Network

The Northern Corridor is a Key transport route in East and Central Africa. The main Northern Corridor artery is served by a combination of transport modes and infrastructure facilities that include: the Maritime Port of Mombasa; road network; rail network; rail-lake transport; inland water routes; inland container depots; and, an oil pipeline. All these form part of the Northern Corridor infrastructure used in facilitating the flow of goods across Member States.

### 1.3.1 Ports and Inland Waterways

The Port of Mombasa is the gateway and exit point for cargo belonging to a vast hinterland that include Kenya, Uganda, Rwanda, Burundi, Democratic Republic of Congo, Tanzania, South Sudan, Somalia and Ethiopia. The Port of Mombasa is managed by the Kenya Ports Authority (KPA), a parastatal fully owned by the Kenya Government.

In 2015, Mombasa Port handled 26.7 million tons of cargo, compared to 24.88 million tons handled in 2014. Import totalled 22.68 million tons from 20.77 million tons handled in 2014. Exports also increased to 3.53 million tons from 3.37 million in 2014. To improve the cargo throughput of the Port, a new container terminal with an annual capacity of 550,000 twenty foot equivalent units (TEUs) per year was commissioned in 2016.

The Northern Corridor Member States increased efforts in developing Port infrastructure in order to advance eco-efficient transport systems and improve the performance of the Northern Corridor. Those efforts include but not limited to the development of port infrastructures, the on-going studies as well as planned initiatives related to safety and improvement of navigability.

In Kenya, a Commercial Contract was signed on 24 March 2016 for the New Kisumu Port (600,000 tonnes). The Commercial Contract signed for the Expansion and modernisation of ICD in Nairobi (405,000 TEUs) was also signed on the same date.

Considering the importance of all these initiatives to improve the Ports and Inland waterways transport infrastructure, NCTTCA actively participates in activities related to the development of Port facilities at Mombasa, Kisumu, Port Bell, Bujumbura and Kisangani towards an integrated corridor program.

### **1.3.2 The Road Network**

The Northern Corridor road network in all six Member States is approximately 14,108Km in length distributed as follows: 463 Km in Burundi; 5,176 Km in DRC; 1,710 Km in Kenya, 781 Km in Rwanda; 3,691 Km in South Sudan and 2,287 Km in Uganda. It is estimated that of 96% of goods from the port of Mombasa are transported by road leaving the remaining percentage to be through the railway mode, inland waterways and pipelines. According to data collected from the roads authorities only 28.4% of the road network is in good condition and 63.6% is in bad condition. However the main trunk road which carry more than 90% of traffic is in good condition. The Member States should consequently be advised to prioritize on improving the quality of road networks in order to improve the regional trade, investments and trade and spur economic development along the region.

And as the freight sector continues to grow, its logistics costs and environmental impacts also increases in parallel.

The Northern Corridor handles a substantial volume of trade including intra-regional trade that, as an illustration, reached over 5.4 million tons in 2014. The daily traffic volume for heavy trucks (both outbound and inbound) at Mariakani Weighbridge, for example, is over 5,000 trucks.

### **1.3.3 Rail Network**

Less than 4 per cent of the cargo transported along the Northern Corridor relies on rail transport. The rail network essentially comprises a single line, overland rail track from Mombasa through Nairobi, Nakuru, Kisumu/Eldoret, Jinja, and Kampala to Kasese in western Uganda (1650 km). The NCTTCA continues advocating for improvement of existing meter gauge lines and development of the Standard Gauge Railway (SGR) for all Northern Corridor Member States.

Kenya and Uganda had undertaken to rehabilitate sections of the meter gauge railway network. However, some of these rehabilitation projects were overtaken by the commissioning of the Standard Gauge Railway. The NC Member States of Kenya, Uganda, Rwanda, South Sudan and DR Congo have committed and planned jointly to develop a SGR.

The development of a high capacity Standard Gauge Railway (SGR) transport system for both freight and passengers is one of the notable achievements in enhancing the Rail Network. In this regards, the Government of the Republic of Kenya has identified two phases for the development of SGR.

The railway line starts at the Port city of Mombasa on the shores of the Indian Ocean and runs along the Northern corridor through Nairobi, Kisumu to Malaba. The first phase of the Standard Gauge Railway line traverses Kwale, Taita Taveta, Makueni, Machakos and Kajiado from Mombasa and culminates in Nairobi. The second phase will traverse Naivasha, Narok, Bomet, Nyamira, Kisumu, Yala, Mumias to Malaba.

In 2014, Uganda has commissioned the construction of the first phase of the SGR and harmonized with DR Congo subsequent interconnections to extend the SGR up to Kisangani.

In Rwanda, the signing of a MoU for the Mirama Hills – Kigali route was in the process. Discussions with Uganda on harmonization were underway. The Bankable Preliminary design was awaiting the conclusion of the addendum to the

contract the same consultant has with Uganda. The Bankable Feasibility study for South Sudan was ongoing and was expected to be completed by 2016.

### **1.3.4 Oil Pipeline**

Crude oil destined for the Northern Corridor is transported by sea to the port of Mombasa where it is refined and transported via the pipeline to Eldoret and Kisumu. The refined product is then transported by road to other countries. This mode of transport is not ideal for environmental reasons and is also prone to truck accidents and spillages.

Following the decision from the 13th NCIP Summit held in Kampala on 23rd April 2016 with regard to the development of pipelines in the region, it was agreed that two crude oil pipelines from Lokichar to Lamu and Hoima to Tanga will be developed by Kenya and Uganda respectively.

Development of the petroleum product pipeline from Eldoret to Kigali through Kampala has been unable to proceed as a PPP project. The Ministries in charge of finance in Kenya, Uganda and Rwanda have been directed to source financing for this project as an EPC. Contractors have been shortlisted and RFPs prepared in readiness for when finance is attained for this project.

### **1.3.5 Inland Container Depots and Container Freight Stations**

Inland Container Depots within the Northern Corridor enhance the Port of Mombasa throughput capacity, the clearance of cargo and container handling. In Kenya, the ICDs are managed by the Kenya Ports Authority (KPA) and linked with the Port of Mombasa by regular container rail services. The depots are located at Nairobi, Kisumu and Eldoret, and have transit sheds and stacking grounds equipped with various types of cargo handling equipment like forklifts trucks, front loaders, tractors, trailers, reach stackers and crane.

The ICDs were established to realize maximum benefits of containerization of cargo, which is the current trend, and to avoid over-investment in port facilities and storage capacity. The ICDs serve as "Dry Ports" linked directly to Mombasa Container Terminal by a special regular "Railtainer" service.

Containers freights stations (CFS), are used for temporary storage of goods in transit and as collection centers for empty containspending repatriation. CFSs are sometimes known as inland ports, as they receive import and export goods on behalf of KPA on contract from the latter. They therefore act as a link for intermodal transport exchange along the Northern Corridor.

There are over 20 CFSs in Kenya and the majority are in Mombasa.

## **1.4 Institutional Framework**

The institutional structure of the Secretariat is made up of a Council of Ministers comprising Ministers responsible for transportation matters in each of the contracting States as the top most policy organ. Next to the Council of Ministers is the Executive Committee, being an inter-governmental committee composed of Permanent Secretaries or their equivalents also responsible for transport matters in each of the contracting States; is primarily responsible for initiating general principles and policies governing the Secretariat. In addition, a number of Specialized Committees have been put in place to synthesize and make appropriate recommendations to the Executive Committee. These Committees include:

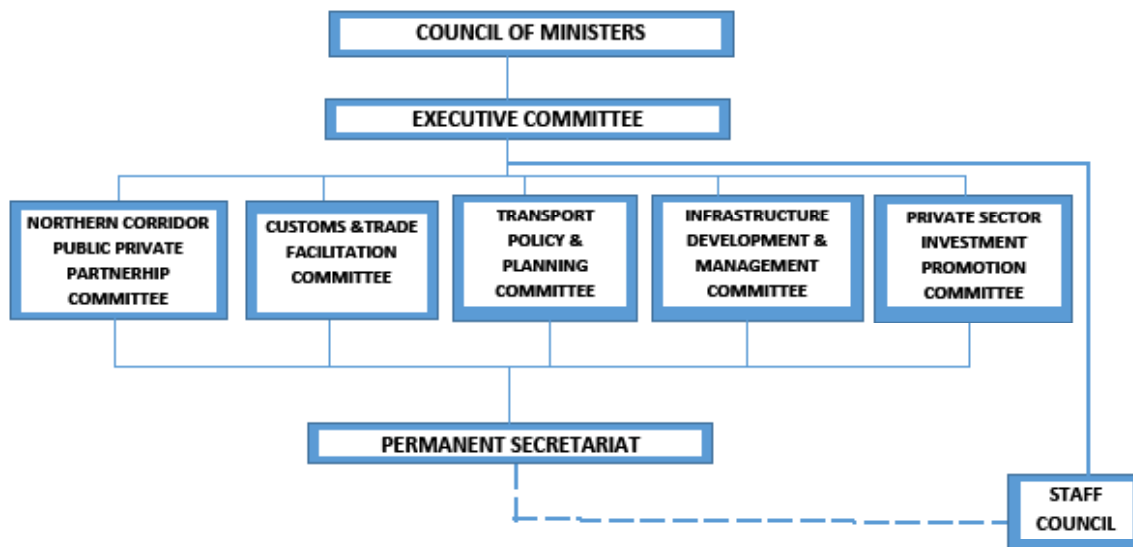
- a) Transport Policy and Planning Committee,
- b) Customs and Transit Facilitation Committee,
- c) Infrastructure Development and Management Committee,
- d) Private Sector Investment Promotion Committee; and
- e) Northern Corridor Public-Private Stakeholders Forum.



The executing organ is the Permanent Secretariat based in Mombasa, Kenya and charged with the responsibility of implementing the Northern Corridor Transit and Transport Agreement; and any other decisions and resolutions made by the Council of Ministers and the Executive Committee.

The Institutional Structure is illustrated in figure 2 below:

**Figure 2: NCTTCA Institutional Framework**



### 1.5 Rationale Developing the Strategic Plan

Every institution should develop a road map to guide its policy and strategic direction. This is necessary in a dynamic operating environment. To this end, NCTTCA has been developing five year Strategic Plans to guide the delivery of its mandate. During the implementation of Strategic Plan 2012-2016, NCTTCA registered considerable success in various areas as set out in the plan.

With the expiration of NCTTCA’s second Strategic Plan, there was need to develop a new plan taking into account the evolving needs of the Member States and changing operating environment. This was done, by reviewing the degree to which assumptions and objectives made in the last Strategic Plan were still valid, including the efficacy of the vision.

### 1.6 The Process of Developing the Strategic Plan

A highly participatory approach was adopted for the formulation of NCTTCA Strategic Plan 2017-2011. This included:

- a) Document review.
- b) Interviews with selected stakeholders from the various Member States and
- c) Retrait of NCTTCA Staff members.

In addition, an extensive literature review was carried out. Several documents and reports relating to NCTTCA activities during the past five years were reviewed to gauge the operations and Mandate of the NCTTCA and to aid in the formulation of the strategic direction for the next five years. Some of the documents reviewed are as follows:

- a) Northern Corridor Transit and Transport Agreement.
- b) NCTTCA Strategic Plan 2012-2016.
- c) Annual Work Plans for the Different Programs,
- d) Mid Term Review report of the NCTTCA Strategic Plan 2012– 2016.

- e) Resolutions on Technical Programs by the Executive Committee for years 2014, 2015 and 2016.
- f) Reports on Technical Programs of the Council of Ministers,
- g) Aide Memoire for the Development and Implementation of the Northern Corridor Transport Observatory (NCTO).
- h) Northern Corridor Spatial Development Study.
- i) Recent Transport Observatory Reports.
- j) Recent quarterly performance port charter reports.
- k) Reports on Northern Corridor Trade and Transport Logistics Surveys of Transit Sections.

Furthermore, online research was undertaken whereby documentation and plans of other regional organizations, relevant to the formulation of the NCTTCA Strategic Plan were reviewed. Online research was found to be useful in obtaining data relating to economic performance, traffic and trade flow projections. The information gathered from various segments of the Secretariat's operations was considered in informing the Strategic Direction that NCTTCA should take.

## 1.7 Organization of the plan

The Strategic Plan is organized into five Chapters as follows:

- Chapter 1:** Gives a brief background of NCTTCA, the mandate, an insight into the Northern Corridor transport network and the methodology used in developing 2017-2021 Strategic Plan.
- Chapter 2:** Describes situational analysis of NCTTCA's operating environment during this strategic plan period and the achievements of NCTTCA towards making Northern Corridor and Smart and Green Corridor.
- Chapter 3:** Outlines the level of implementation of the Strategic Plan 2012-2016, the key observations and the lessons learnt for better planning.
- Chapter 4:** Outlines strategic direction through identification of strategic goals and related program objectives and activities.
- Chapter 5:** Describes monitoring and evaluation and risk management frameworks.

## 2. SITUATION ANALYSIS

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### 2.1 Introduction

This chapter provides an assessment of NCTTCA's operating environment including an overview of the Smart and Green Corridor Concept, a review of Northern Corridor's performance in becoming a Smart and Green Corridor and a Stock take of achievements in transport and trade facilitation activities. It further provides analysis of external and internal environment using the PESTLE and SWOT analytical tools.

### 2.2 The SMART Corridor Concept

The Smart Corridor concept is a new concept of developing and operating corridors that has been adopted by corridors worldwide. A Smart Corridor is a corridor in which multiple transportation networks are operationally coordinated, including intermodal connections and collaboration among the organizations that participate in the operations of the corridor. Technology is a key enabler through which coordination is achieved.

Technology, in the form of Intelligent Transportation Systems, enables services that provide decision makers with the information they need to make effective decisions. Key Attributes of a Smart Corridor include:

The objectives and attributes of a Smart Corridors are to:

- i. Increase the use of real time traffic data and statistical information to monitor and optimise use of corridor resources and infrastructures;
- ii. Enhance trade and transport facilitation by:
  - Simplifying and harmonizing cross-border administrative procedures and documentation
  - Implementing paperless automated administrative procedures;
- iii. Reduce cargo transportation time and costs;
- iv. Increase safety and security of transport services;
- v. Ease the opening-up of landlocked countries for intraregional and international trade; and
- vi. Enhance corridor countries competitiveness and facilitate implementation of key international best practices such as electronic single windows, OSBP, HSWIM.

Based on the international set standards for a Smart Corridor, the NCTTCA will need to move towards meeting or benchmarking its operations against these international standards which include:

- i. Implementation of Cross-border Intelligent Transport Systems (ITS).
- ii. Implementation of the WTO/WCO Trade Facilitation Tools.
- iii. Implementation of Regional Economic Communities agreed trade facilitation policies, laws, regulations, procedures and safety measures that is COMESA, EAC and SADC.
- iv. Implementation of quality transport infrastructures (road, rail, maritime transport, border crossing, etc.).

### 2.3 Efforts made towards a SMART Corridor

The Northern Corridor has made great efforts geared towards making it a Smart Corridor. In line with the characteristics of a Smart Corridor, the gains achieved are discussed as follows:

### 2.4 Implementation of Cross-border Intelligent Transport Systems (ITS)

The utilization of Intelligent Transport System to simplify the administrative procedures and logistics processes, monitor traffic movements along the corridor and provide real-time information to stakeholders to enable them to manage the processes is one key characteristics of a Smart Corridor. A Smart Corridor's key ITS components are, Electronic Data Interchange (EDI) and software.

The Northern Corridor has made the following achievements towards implementation of Cross-border Intelligent Transport System:

- i. NCTTCA have in place a Transport Observatory Portal, a corridor performance monitoring tool for the Northern Corridor that informs interventions geared towards reducing costs and delays of transportation and other related logistics challenges. Through the observatory, raw data collected and analysed from over 20 stakeholders along the corridor Member States after which periodical reports are generated. Some of these stakeholders include Revenue, Roads, Ports and Railway Authorities as well as the private sector institutions affiliated to trade and transport like the Transport Associations.
- ii. NCTTCA is coordinating the implementation of Electronic Cargo Tracking System, Fleet Management System and Electronic Vehicle Overload System. Major achievements have been recorded in Kenya, Uganda and Rwanda have computerised their customs management systems.
- iii. High speed weighing motion has been adopted by Kenya and the Weighbridges are computerised and connected to a central control room.
- iv. Electronic cargo tracking systems are operational in Kenya, Uganda and Rwanda.

Generally, Northern Corridor has made good strides towards harnessing the use of Intelligent Transport System. However, not all the six Member States are at the same level of implementation. Therefore, focus should be on increasing adoption of ICT by the Member States still lagging behind due to varying levels of investment in ICT.

#### **2.4.1 Implementation of the WTO/WCO Trade Facilitation Tools**

The World Trade Organization (WTO) published an agreement on trade facilitation on December 7th 2013. The Agreement presents a set of tools to be introduced in each country's regulation to improve trade facilitation. This system will assist Member States in clearing goods and increasing movement of people from one state to the other. One of the key components is National Single Windows which facilitate the following functions:

- a) Coordinated Border Management
- b) One Stop Border Posts
- c) Common Customs declaration form - Single Administrative Document (SAD)
- d) Customs procedures modernization and streamlining (e.g. Pre-arrival clearance)
- e) Risk Management based procedures for Customs physical examination

The above functions are in line with the provisions of the the Northern Corridor Transit and Transport Agreement through which the NC member States have embarked and made remarkable strides in the implementation of the following Trade Facilitation Tools:

- a) Electronic Single Window is operational in Kenya, Rwanda and partially in Uganda. Most agencies such as customs, immigration, and bureaus of standards are now connected to the backbone systems and their services are accessible online.
- b) The Vehicle Load Control (VLC) law was passed under the EAC and all the members are bound by it. Burundi, Kenya, Uganda and Rwanda have ratified the EAC VLC law and DRC has aligned its regulations with the VLC law.
- c) NCTTCA has been spearheading the implementation of trade facilitation instruments such as the single goods declaration document. This include the COMESA Customs Document (CD-COM) and COMESA Carrier Licence.
- d) Several OSBP aimed at boosting trade by facilitating faster clearance of cargo, realizing significant reduction in transport costs and ensuring effective border control mechanisms are put in place or are at development stage.

Some of the trade facilitation policies stipulated by the Regional Economic Communities towards a Smart Corridor include:

- a) Authorized size and axle loads of vehicles
- b) Liberalization of the trucking industry
- c) Vehicle and freight insurance laws and regulations
- d) Regional Customs Transit Bond Guarantees regulation

- e) Selection and control of vehicles authorized to operate along the corridors
- f) Electronic Certificate of Rules of Origin
- g) Standardization and harmonization of processes, procedures, fees, taxes etc.

In line with the above mentioned trade facilitation policies, Northern Corridor have made progress in some areas as listed below:

- a) The implementation of VLC law.
- b) Implementation of CD-COM & COMESA Carrier Licence and RCTG.
- c) Operationalization of the Single Customs Territory to eliminate duplication of cargo clearance processes.
- d) Liberalization of transport industry in some Members States

Going forward, it would be important to carry out a comprehensive study on the impact of the Single Customs Territory on cost of doing business and focus on addressing the non - tariff barrier that still exist along the corridor.

#### **2.4.2 Implementation of quality transport infrastructures**

Necessary measures should be implemented to ensure quality transport infrastructure during their design, layout as well as their maintenance, such as size of the road lanes, bypass of key cities and villages, third climbing lane where necessary.

In assessing the past performance in this area, the Northern Corridor has made the following progress in ensuring implementation of quality infrastructure:

- a) NCTTCA is coordinating the implementation of the Northern Corridor Transport Infrastructure Master plan in accordance with the priority areas for the Member States. Some of the projects such as the Standard Gauge Railway are at an advanced stage.
- b) Implementation of Output and Performance Based Road Maintenance Contracts (OPRC) for NC road links with progress in Rwanda, Kenya and Uganda.
- c) Harmonisation of Standards for Transport Infrastructure spearheaded by AU and the RECs under trans African highways program is another mechanism utilised to ensure quality infrastructure.
- d) NCTTCA has initiated a program of promoting PPP as a mechanism for procuring and financing infrastructure and other interrelated investments. The proposed program aims to build the capacity of Northern Corridor countries in developing policy and legal frameworks, identification, management and delivery of PPP projects.

Several initiatives are still underway to enable the complete achievement of the smart corridor concept. The focus should be in ensuring that all Member States are implementing the agreed program objectives in support of the smart corridor concept.

### **2.5 Green Corridor Concept**

Green transport corridors reflect an integrated transport concept where short sea shipping, rail, inland waterways and road complement each other to enable the choice of environmentally friendly transport. Green Corridors aim at reducing environmental and climate impact while increasing safety and efficiency. Characteristics of a green corridor include:

- a) Sustainable logistics solutions with documented reductions of environmental and climate impact, high safety, high quality and strong efficiency.
- b) Integrated logistics concepts with optimal utilisation of all transport modes, i.e co-modality.
- c) Harmonised regulations with openness for all actors.
- d) Efficient and strategically placed trans-shipment points, as well as an adapted, supportive infrastructure.
- e) A platform for development and demonstration of innovative logistics solutions, including information systems, collaborative models and technology.

### 2.5.1 Rationale of the Green Corridor Concept

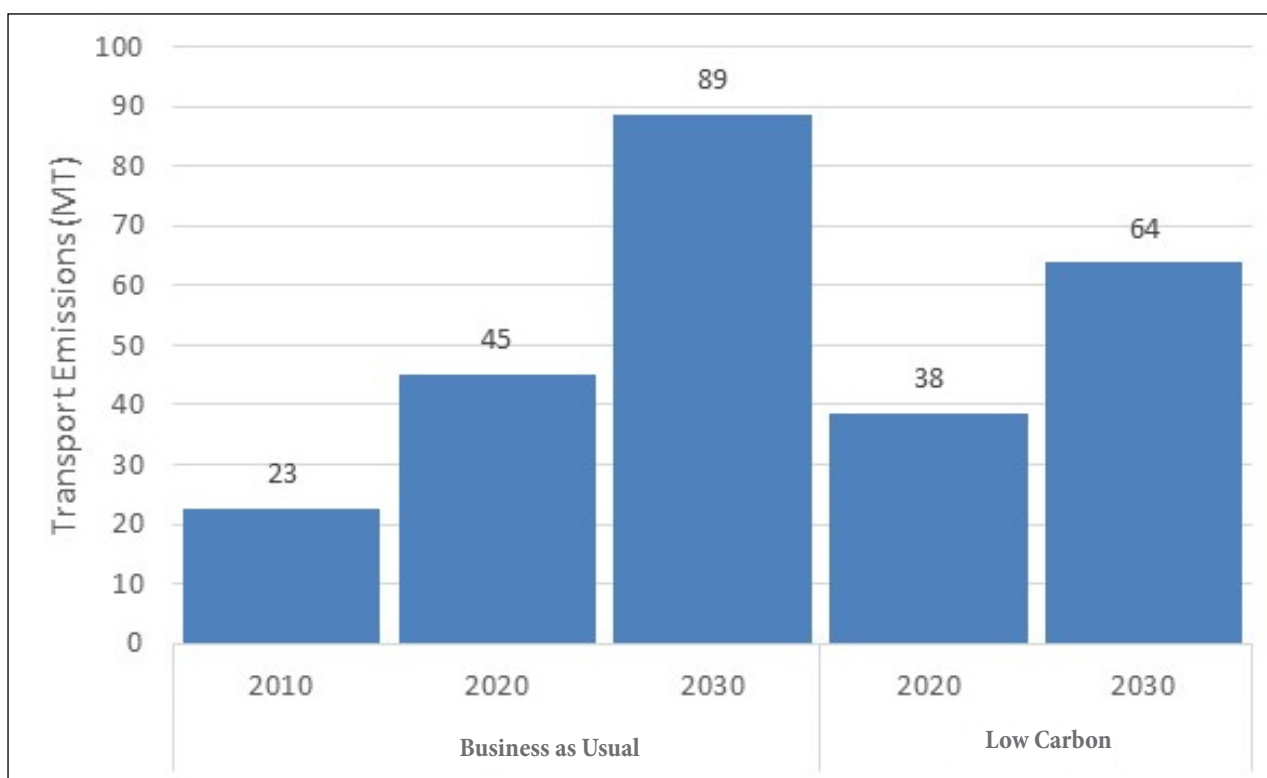
Logistical activity accounts for roughly 5.5 percent of total global greenhouse gas (GHG) emissions<sup>1</sup>. Within the logistics sector, freight transport accounts for around 90% of total GHG emissions<sup>2</sup> and 35% to 60% of logistics cost. Clearly, freight is a significant driver of logistics emissions and cost and it is growing very fast. It has now emerged that freight growth in developing economies is outperforming developed economies<sup>3</sup>. Already, in many developing countries, road freight emissions are considerably higher (>50%) and increasing more rapidly than passenger transport emissions.

Freight transportation is also the main driver of logistics costs in Africa with the transport prices being significantly higher than in most other parts of the world. Further, over 90% of the world's fatalities on the roads occur in low-income and middle-income countries, which have only 48% of the world's registered vehicles. Further, road traffic fatalities are predicted to rise to the fifth leading cause of death by 2030, resulting in an estimated 2.4 million fatalities per year.

Latest estimates from International Energy Agency suggests that the heavy-duty vehicles (HDVs) account for a disproportionate share of emissions – far greater than their share in the global vehicle stock (7% when excluding two- and three-wheelers) or activity (25%, measured as vehicle-kilometres). Worldwide, in 2015, HDVs accounted for over 40% of NOX emissions from the transport sector and more than 50% of PM2.5 emissions.

Transport CO2 emissions projections from Partnership on Sustainable Low Carbon Transport suggests that from 2010 to 2030, transport emissions could grow by about 3 times and by implementing low carbon transport policies, this growth could be restricted to 1.8 times. Clearly, there is a need to urgently implement low carbon transport policies. One of the main mitigation strategies is to develop green corridors which aim at reducing environmental and climate impact while increasing safety and efficiency of freight movement. The idea is to bundle, along a corridor, all measures to enhance overall efficiency and sustainability i.e. generate economic, social and environmental benefits.

**Figure 3: Transmission Emission Projections**



Source: *Transport Emission Projections in East Africa (SLoCaT)*

1 World Economic Forum and Accenture (2009)  
2 <http://www.delivering-tomorrow.com/mapping-a-decarbonization-path-for-logistics/>  
3 <http://internationaltransportforum.org/statistics/StatBrief/2014-07-Freight-Diverging-Trends.pdf>

## 2.5.2 Efforts towards a Green Corridor

In its mission to become a seamless, economic, smart and green transport corridor, Northern Corridor Transit and Transport Coordination Authority developed the Northern Corridor Green Freight Program whose ultimate goal is to reduce fuel consumption and emissions by

- a) Raising awareness on pollutant impacts and mitigation strategies such as improved quality of fuel, vehicles and infrastructure.
- b) Advocating for shift of traffic to more sustainable freight transport systems and modes.
- c) Streamlining transport activities by actions such as optimizing routes, consolidating loads and reducing empty runs.
- d) Identifying areas of action and overcoming barriers by enhancing capacity and mobilizing support.
- e) Improving scientific understanding of climate pollutant impacts and mitigation strategies and promoting best practices and showcasing successful efforts.

The short term objectives of the Green freight program include:

- a) Improve the fuel efficiency of road transportation.
- b) Reduce Particulate matter (PM) and, black carbon, Oxides of nitrogen (NOX).
- c) Reduce CO2 emissions that contribute to climate change.
- d) Reduce road accidents along the Northern Corridor.

It is worth noting that most of the Northern Corridor Member States recently adopted low sulphur fuels (50 pm diesel standards). This fuel standard could support Euro IV vehicle emission standards.

## 2.6 Stock Take of NC Transport and Trade Facilitation Achievements

This section provides an analysis of the achievements made in transport and trade facilitation along the Northern Corridor and in Member States in the last five years.

### 2.6.1 Economic Performance of Northern Corridor Countries

The NC countries have registered relatively impressive GDP growth rates during the past five years. The growth rates are projected to remain relatively robust and heterogeneous per country. From Table 1 below, countries such as Rwanda, Uganda, Kenya and DR Congo have performed well despite global financial crisis and economic turbulences as experienced in 2015. The South Sudan growth rates have remained quite unpredictable over the period.

The growth rates are projected to rise due to investment in the transport sector as the countries continue to implement major regional infrastructural projects. In Kenya, for instance, the implementation of standard gauge network, proposed pipeline development, the LAPSET projects and exploitation of minerals is expected to spur economic growth.

**Table 1: GDP Growth Rates of NC Countries**

| COUNTRY     | YEAR   |      |      |       |       |       |
|-------------|--------|------|------|-------|-------|-------|
|             | 2012   | 2013 | 2014 | 2015  | 2016* | 2017* |
| Kenya       | 4.6    | 5.7  | 5.3  | 5.6   | 6.0   | 6.1   |
| Uganda      | 2.6    | 4.0  | 4.9  | 5.0   | 5.3   | 5.7   |
| Rwanda      | 8.8    | 4.7  | 7.0  | 6.9   | 6.3   | 6.7   |
| D.R Congo   | 7.1    | 8.5  | 9.2  | 7.7   | 4.9   | 5.1   |
| Burundi     | 4.4    | 4.5  | 4.7  | - 4.1 | 3.4   | 3.9   |
| South Sudan | - 52.4 | 29.3 | 2.9  | - 0.2 | - 7.8 | 8.2   |

Source: Transport Emission Projections in East Africa (SLoCaT)

\*Projections

## 2.6.2 Trade Flows and Projections

The cargo traffic and volume of trade along the corridor has grown over the period 2010 – 2015. The Northern Corridor is a major trade and transportation route in East and Central Africa handling over 30 million tons of cargo through the Port of Mombasa and interstate trade per annum with an annual growth of cargo throughput of around 10%.

In 2015, Mombasa Port handled 26.7 million tons of cargo, compared to 24.88 million tons handled in 2014. Import totalled 22.68 million tons from 20.77 million tons handled in 2014. Exports also increased to 3.53 million tons from 3.37 million in 2014.

The Road Network transports 96% of goods from the port of Mombasa and is fast reaching its designed capacity to handle the traffic volumes. The remaining 4% of goods is transported through the railway mode, inland waterways and pipelines.

The NCTTCA has facilitated import and export trade in the Northern Corridor. According to the NCTTCA Transport Observatory Report, import and export increased by 40% and 37.2% respectively as highlighted in Table 2. The KPA port performance report indicated that the principal export commodities include titanium, tea, coffee and soda ash while the top import commodities include Petroleum oil and Lubricants, clinker, wheat, and iron steel among other commodities.

**Table 2: Cargo Throughput at the Port of Mombasa**

| CARGO TYPE                | YEAR   |        |        |        |        |        |
|---------------------------|--------|--------|--------|--------|--------|--------|
|                           | 2010   | 2011   | 2012   | 2013   | 2014   | 2015   |
| Total Imports ('000' DWT) | 16,201 | 16,938 | 18,732 | 19,150 | 20,777 | 22,680 |
| Total Exports ('000' DWT) | 2,575  | 2,788  | 3,045  | 2,983  | 3,366  | 3,534  |
| Transit ('000' DWT)       | 5,004  | 5,166  | 6,201  | 6,218  | 6,692  | 7,167  |

Source: NCTTCA Transport Observatory Report, May 2016

**Table 3: Cargo Volumes from Mombasa Port to other Destinations**

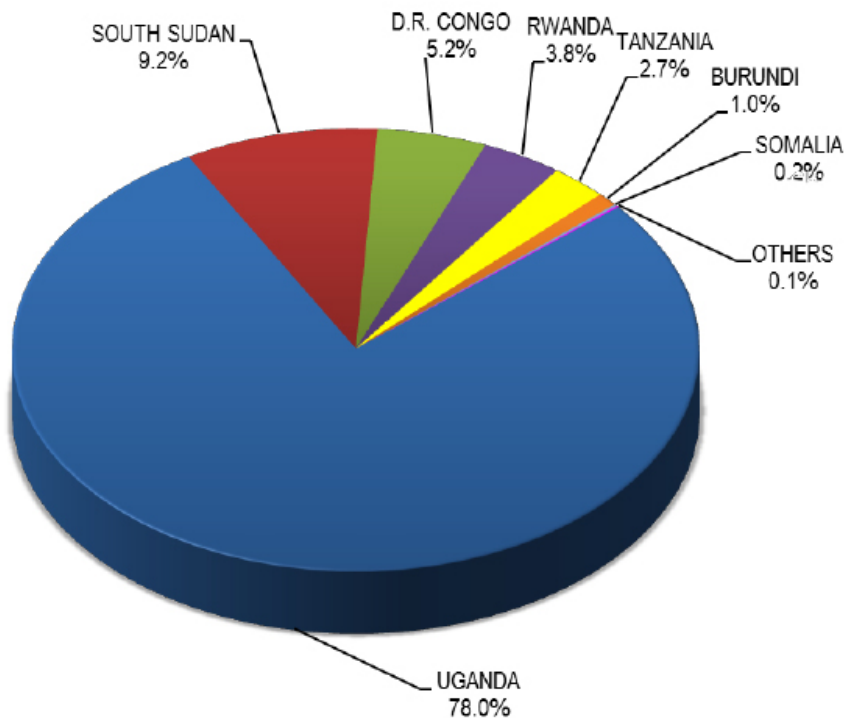
| Country     | Cargo Type       | TRAFFIC (DWT) |            |            |            |            |            |
|-------------|------------------|---------------|------------|------------|------------|------------|------------|
|             |                  | 2010          | 2011       | 2012       | 2013       | 2014       | 2015       |
| Burundi     | Imports          | 5,785         | 1,201      | 38,917     | 66,227     | 79,961     | 75,690     |
|             | Exports          | 1,204         | 688        | 243        | 682        | 139        | 121        |
| DR Congo    | Imports          | 401,703       | 339,287    | 464,989    | 491,367    | 383,461    | 362,976    |
|             | Exports          | 28,714        | 16,004     | 17,369     | 20,346     | 24,267     | 33,156     |
| Uganda      | Imports          | 3,942,242     | 4,028,361  | 4,499,302  | 4,508,118  | 5,132,276  | 5,592,914  |
|             | Exports          | 290,492       | 347,314    | 346,193    | 404,198    | 389,844    | 384,418    |
| Kenya       | Imports          | 11,197,000    | 11,772,202 | 12,531,316 | 12,954,060 | 14,086,162 | 15,512,542 |
|             | Exports          | 2,198,000     | 2,357,631  | 2,620,042  | 2,469,703  | 2,857,722  | 3,034,280  |
| Rwanda      | Imports          | 275,559       | 216,306    | 247,730    | 223,127    | 221,323    | 273,815    |
|             | Exports          | 12,564        | 9,787      | 12,508     | 16,972     | 14,589     | 18,109     |
| South Sudan | Imports          | 190,468       | 375,897    | 736,266    | 716,470    | 696,816    | 652,513    |
|             | Exports          | 32,999        | 41,135     | 30,390     | 58,679     | 64,520     | 50,018     |
| Others      | Imports          | 188,519       | 204,746    | 213,480    | 190,631    | 178,001    | 209,550    |
|             | Exports          | 11,504        | 15,441     | 18,255     | 12,420     | 14,919     | 13,898     |
| Total (DWT) | Imports          | 16,201,276    | 16,938,000 | 18,732,000 | 19,150,000 | 20,778,000 | 22,680,000 |
|             | Exports          | 2,575,477     | 2,788,000  | 3,045,000  | 2,983,000  | 3,366,000  | 3,534,000  |
|             | Transhipment     | 158,000       | 227,000    | 143,000    | 174,000    | 732,000    | 518,000    |
|             | Total Throughput | 18,934,753    | 19,953,000 | 21,920,000 | 22,307,000 | 24,876,000 | 26,732,000 |

Source: KPA Annual Review and Bulletin of Statistics, 2015



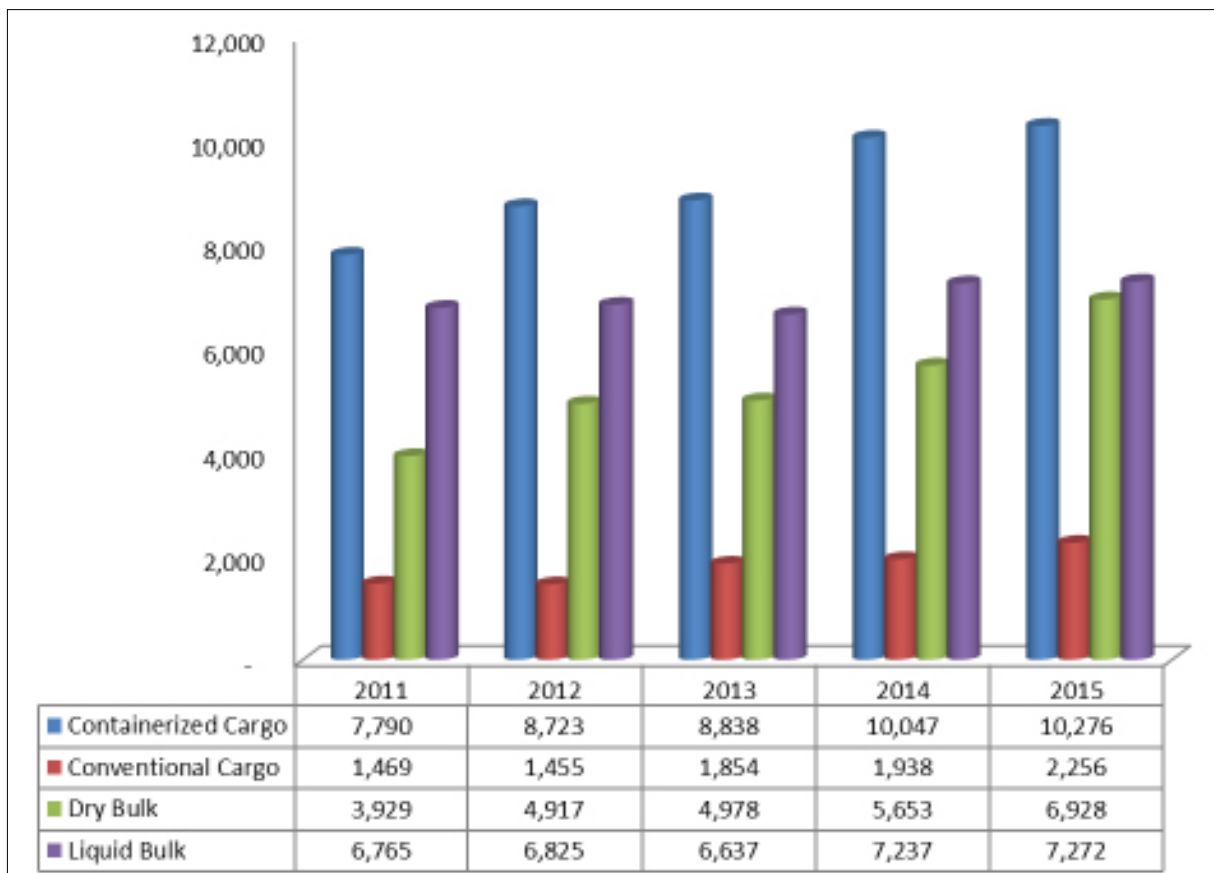
Analysis of the volume of transit traffic cargo along the corridor revealed that Uganda is the biggest transit market for the Port of Mombasa with a share of 78%, followed by South Sudan (9.2%) and DRC (5.2%) as illustrated in Figure 4.

**Figure 4: Transit Market, 2015**



Source: KPA Annual Review and Bulletin of Statistics, 2015

**Figure 5 Cargo Profile ('000' dwt): 2011 - 2015**



Source: KPA, Annual Review and Bulletin of Statistics 2015

### 2.6.3 Intra-Regional Trade Volumes

An intra-regional trade is a trade which focuses on economic exchange of goods primarily between countries of the same economic zone or region. The key benefit in intra-regional trade include: lower tariff and non-tariff trade barriers that leads to an increase trade and increase in market size.

The trade corridors in the region remain key drivers of the intra-regional trade growth. East Africa is served with two main corridors, the Northern Corridor running from the Port of Mombasa and Central Corridor, from the Port of Dar es Salaam. The long-standing trade routes exist from Kenya & Tanzania into other Member States of the Northern Corridor.

The Kenya LAPSSET is also expected to enhance the regional trade. The project aims to construct a multi-sectoral trade network linking Kenya with Ethiopia and South Sudan. The project includes: 1,720km railway line; 1,300 km oil pipeline; 800km oil product pipeline; new highways and airports and oil refinery with 120,000 bpd capacity.

Intra-regional trade include both formal and informal trade volumes which are currently collected using different methods in Member States. During the five years period of the Strategic Plan 2017-2021, the NCTTCA will work in partnership with Member States to capture and monitor intra-regional trade volumes through the transport observatory portal.

### 2.6.4 Performance of the Port of Mombasa

The Port of Mombasa has continued to play a vital role in trade facilitation in the Northern Corridor. The volume of cargo at the Port of Mombasa and Traffic along the Northern Corridor has grown steadily over the past five years. As the region continues to import substantially more goods than it exports, more growth is projected at the port. The Port of Mombasa has remained busiest port in East and Central Africa.

According to the NCTTCA Impact Assessment report on the Northern Corridor Performance Improvement Activities, there has been an improvement in the Northern Corridor, in terms of both the time that cargo rests inside the port and time taken in transit from the port gate to final destination. The steady growth of the port's performance reflects strong economic growth in the Northern Corridor countries as the Cargo Traffic is destined to NC Member States.

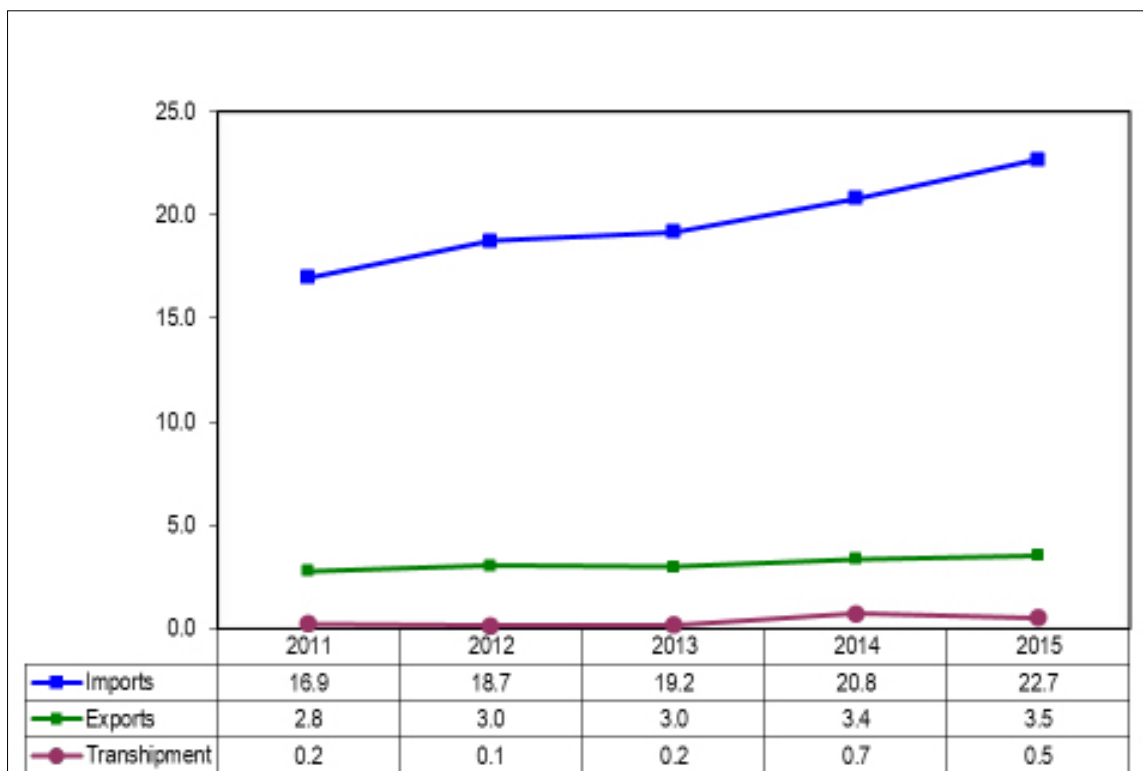
In the last five years the total throughput at the port has seen a significant traffic growth at an annual average of 7.6% from 19.95 million tons in 2011 to 26.73 million tons in 2015. Over the same period, the container traffic grew by 8.7% from 770,804 TEUs to 1,076,118 TEUs. Transit Traffic also witnessed a growth of 37.2% registering 7.67 million tons in 2015 up from 5.6 million tons handled in 2011.

**Table 4: Port Performance, 2011 – 2015**

| Types of Cargo                      | 2011          | 2012          | 2013          | 2014          | 2015          |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>IMPORTS ('000' DWT)</b>          |               |               |               |               |               |
| Containerized Cargo Conventional    | 5,226         | 5,954         | 5,974         | 6,524         | 6,955         |
| Cargo                               | 1,298         | 1,302         | 1,726         | 1,830         | 2,143         |
| Dry Bulk                            | 3,807         | 4,811         | 4,913         | 5,231         | 6,350         |
| Liquid Bulk                         | 6,607         | 6,665         | 6,537         | 7,192         | 7,232         |
| <b>TOTAL</b>                        | <b>16,938</b> | <b>18,732</b> | <b>19,150</b> | <b>20,777</b> | <b>22,680</b> |
| <i>of which Transit In</i>          | 5,166         | 6,201         | 6,196         | 6,691         | 7,167         |
| <b>EXPORTS ('000' DWT)</b>          |               |               |               |               |               |
| Containerized Cargo Conventional    | 2,337         | 2,626         | 2,690         | 2,791         | 2,803         |
| Cargo                               | 171           | 153           | 128           | 108           | 113           |
| Dry Bulk                            | 122           | 106           | 65            | 422           | 578           |
| Liquid Bulk                         | 158           | 160           | 100           | 45            | 40            |
| <b>TOTAL</b>                        | <b>2,788</b>  | <b>3,045</b>  | <b>2,983</b>  | <b>3,366</b>  | <b>3,534</b>  |
| <i>of which Transit Out</i>         | 430           | 425           | 513           | 508           | 500           |
| <b>TOTAL IMPORTS &amp; EXPORTS</b>  | <b>19,726</b> | <b>21,777</b> | <b>22,133</b> | <b>24,143</b> | <b>26,214</b> |
| Transshipment ('000' DWT)           | 227           | 143           | 174           | 732           | 518           |
| <b>TOTAL THROUGHPUT ('000' DWT)</b> | <b>19,953</b> | <b>21,920</b> | <b>22,307</b> | <b>24,875</b> | <b>26,732</b> |
| Container Traffic (TEU)             | 770,804       | 903,463       | 894,000       | 1,012,002     | 1,076,118     |
| Total Vessel Calls (No.)            | 1,684         | 1,763         | 1,768         | 1,832         | 1,694         |

Source: KPA Annual Review and Bulletin of Statistics 2015

**Figure 6: Port Throughput ('M' DWT): 2011 -2015**



Source: KPA Annual Review and Bulletin of Statistics 2015

**Table 5: Transit Traffic: 2011 – 2015 (DWT)**

| COUNTRY            |              | TRANSIT TRAFFIC (DWT) |                  |                  |                  |                  |
|--------------------|--------------|-----------------------|------------------|------------------|------------------|------------------|
|                    |              | 2011                  | 2012             | 2013             | 2014             | 2015             |
| <b>UGANDA</b>      | Imports      | 4,028,361             | 4,499,302        | 4,508,118        | 5,132,276        | 5,592,914        |
|                    | Exports      | 347,314               | 346,193          | 404,198          | 389,844          | 384,418          |
|                    | <b>Total</b> | <b>4,375,675</b>      | <b>4,845,495</b> | <b>4,912,316</b> | <b>5,522,120</b> | <b>5,977,332</b> |
| <b>TANZANIA</b>    | Imports      | 150,516               | 168,006          | 180,131          | 173,022          | 190,880          |
|                    | Exports      | 10,441                | 18,163           | 12,344           | 14,827           | 13,898           |
|                    | <b>Total</b> | <b>160,957</b>        | <b>186,169</b>   | <b>192,475</b>   | <b>187,849</b>   | <b>204,778</b>   |
| <b>BURUNDI</b>     | Imports      | 1,201                 | 38,917           | 66,227           | 78,961           | 75,690           |
|                    | Exports      | 688                   | 243              | 682              | 139              | 121              |
|                    | <b>Total</b> | <b>1,889</b>          | <b>39,160</b>    | <b>66,909</b>    | <b>79,100</b>    | <b>75,811</b>    |
| <b>RWANDA</b>      | Imports      | 216,306               | 247,730          | 223,127          | 221,323          | 273,815          |
|                    | Exports      | 9,787                 | 12,508           | 16,972           | 14,589           | 18,109           |
|                    | <b>Total</b> | <b>226,093</b>        | <b>260,238</b>   | <b>240,099</b>   | <b>235,912</b>   | <b>291,924</b>   |
| <b>SOUTH SUDAN</b> | Imports      | 375,897               | 736,266          | 716,470          | 696,816          | 652,513          |
|                    | Exports      | 41,135                | 30,390           | 58,679           | 64,520           | 50,018           |
|                    | <b>Total</b> | <b>417,032</b>        | <b>766,656</b>   | <b>775,149</b>   | <b>761,336</b>   | <b>702,531</b>   |
| <b>D. R. CONGO</b> | Imports      | 339,287               | 464,989          | 491,367          | 383,461          | 362,976          |
|                    | Exports      | 16,004                | 17,369           | 20,346           | 24,267           | 33,156           |
|                    | <b>Total</b> | <b>355,291</b>        | <b>482,358</b>   | <b>511,713</b>   | <b>407,728</b>   | <b>396,132</b>   |

|                |              |                  |                  |                  |                  |                  |
|----------------|--------------|------------------|------------------|------------------|------------------|------------------|
| <b>SOMALIA</b> | Imports      | 29,329           | 16,359           | 6,969            | 4,592            | 11,697           |
|                | Exports      | 0                | 53               | 29               | 19               | -                |
|                | <b>Total</b> | <b>29,329</b>    | <b>16,412</b>    | <b>6,998</b>     | <b>4,611</b>     | <b>11,697</b>    |
| <b>OTHERS</b>  | Imports      | 24,901           | 29,115           | 3,531            | 387              | 6,973            |
|                | Exports      | 5,000            | 39               | 47               | 73               | -                |
|                | <b>Total</b> | <b>29,901</b>    | <b>29,154</b>    | <b>3,578</b>     | <b>460</b>       | <b>6,973</b>     |
| <b>TOTAL</b>   | Imports      | 5,165,798        | 6,200,684        | 6,195,940        | 6,690,838        | 7,167,458        |
|                | Exports      | 430,369          | 424,958          | 513,297          | 508,278          | 499,720          |
|                | <b>Total</b> | <b>5,596,167</b> | <b>6,625,642</b> | <b>6,709,237</b> | <b>7,199,116</b> | <b>7,667,178</b> |

Source: KPA Annual Review and Bulletin of Statistics 2015

## 2.7 Environmental Scanning

In developing this Strategic Plan 2017-2021 an institutional analysis of NCTTCA's, external and internal environment was conducted. This was done through the PESTLE and SWOT analytical tools.

### 2.7.1 External Environment Analysis

The analysis was conducted to identify factors outside NCTTCA's immediate area of operations and their impact on the strategy. The following are the factors;

#### Political

The political and institutional set-ups are quite similar across the six Member States. All of the six governments are constitutional republics with legislatures chosen through periodic general elections.

The political governance style in Member States has a significant bearing in how the Governments make decisions and manage resources for development. In recent years, the governments of NC Member States' have prioritized economic growth through trade related system reforms such as the Customs Territory and Common Market, and infrastructure development through cooperation over regional railway infrastructure and improving the efficiency of regional transport.

NCTTCA can expect the political goodwill from the Member States in supporting implementation of its mandate in the new Strategic Planning Period.

#### Economic

Economic growth varies across the Member States, reflecting factors such as differences in income levels, dependence on commodity exports, political and social stability, and macroeconomic and structural policies. In line with the growing economies, the regional benefits will be the realization of Foreign Direct Investment inflows.

According to the African Development Bank's Africa Economic Outlook 2016, Eastern Africa was the continent's fastest-growing region in 2015 and is expected to continue its high growth path. The region's strong growth performance in 2015 was widespread with Kenya, DR Congo, Uganda and Rwanda achieving growth of more than 5% and expected to continue on a high growth path. South Sudan also performed better in the same year though the fall in world oil prices had a negative impact on real GDP. One of the key drivers of growth in these countries was construction which included public investment programs.

It is anticipated that Member States will continue to focus on infrastructure investment programs. With Kenya having the PPP laws in place and other Members States at advanced stage in the development of their PPP Legal Frameworks, it is envisioned that this model of financing will gain prominence for large infrastructure projects. NCTTCA can therefore expect support from Member States in the implementation of its projects that will incorporate private sector participation and other development partners.

#### Social Cultural

The AfDB Economic Outlook 2016, places the average life expectancy in the NCTTCA Members States at 62 years, compared to 58-60 in Central, Southern and Western Africa. This is largely attributed to improved healthcare which has

leading to decrease in deaths for children under the age of five and other preventable deaths. The population has been increasing at the rate of 2.8% per annum between 2002 and 2015 and it is projected that the rate will decline to 2.6% between 2016 and 2030. This decline will be due to increased awareness and uptake of birth control leading to reduction in number of children per woman.

Despite the fact that increase in population will lead to a strain on the Member States' resources, it also has some advantages. The increase in population translates to ready markets for goods produced in the region and imports, thus growing local industries and trade. The increase in population of the working age group implies availability of labour which will be key in the development of the region. In this regards, NCTTCA will endeavour to put in place support systems with inclusive programs to enhance the flow of goods and services to reach and involve the population.

## **Legal**

Regional integration among the Member States has been deepening in the recent past. This has been in terms of the expanding scope of the laws, policies and regulations that are giving effect to the decisions about and ongoing commitment to closer economic social and political cooperation. This has in effect led to a significant improvement in corridor performance.

Some of the key policies and regulations implemented include the Single Customs Territory, the elimination of differences in customs laws and instruments, the interfacing of customs systems, and the harmonization of Vehicle Load Control regulations, joint verification of cargo at border posts and the implementation of High Speed Weigh in Motion System. NCTTCA needs to work with Member States in harmonization of Trade and Transport laws and policies in order to minimize non-tariff barriers.

## **Environmental**

Cargo transportation along the Northern Corridor is predominantly by diesel engine long distance trucks. This mode of transport is a key source of pollution through Small Particle Matter (PM), Black Carbon (BC) and Carbon Dioxide (CO<sub>2</sub>) emissions. These pollutants have adverse health effects including premature death, aggravation of respiratory and cardiovascular disease. It is worth noting that most of the Northern Corridor Member States recently adopted low Sulphur fuels (50 pm diesel standards). This type of fuel is more efficient and has lower CO<sub>2</sub> emissions.

In its endeavour to address these issues, NCTTCA has embarked on the Northern Corridor Green Freight Program. The program incorporates several initiatives aimed at improving fuel efficiency and reducing emissions that contribute to climate change. The Secretariat has customized the corridor emission model for consistently gathering data and monitoring the implementation of the program for future-focused basis.

## **Technology**

Recent advancement in technology provide NCTTCA with opportunities to improve efficiency. The Smart Corridor Concept is one of the strategies that NCTTCA will implement during this Strategic Plan Period. Technology is a key enabler through which efficient coordination will be achieved.

Technology, in the form of Intelligent Transportation Systems will enable services that will provide decision makers with the information they need to make effective decisions. By implementing this concept, Member States will benefit from readily accessible current/predictive travel conditions information, electronic filing of commercial vehicle credentials/reporting, automated means of inspection/authentication, and electronic payments and reservations. The NCTTCA should facilitate the adoption of technology concepts and systems by all Member States in order to help information flow and data sharing.

### **2.7.2 SWOT Analysis**

A SWOT analysis of the NCTTCA operating environment was carried out to ascertain the internal and external factors that are favourable and unfavourable to the achievement of The Secretariat's mandate and strategic objectives. The findings of the SWOT Analysis will inform the future strategic direction of The Secretariat. Key features of the SWOT Analysis are highlighted in table 6.

**Table 6: SWOT Analysis**

| STRENGTHS  | WEAKNESSES  |
|--|---|
| <ul style="list-style-type: none"> <li>• Established and functional Secretariat to coordinate relevant institutions in the Northern Corridor Member States.</li> <li>• Strategic location of the port of Mombasa serves one third of all landlocked countries in Africa gives it an advantage over other corridors.</li> <li>• Positive international perceptions of the Northern Corridor Transit and Transport Coordination Authority.</li> <li>• Existence of an intergovernmental agreement (Northern Corridor Transit and Transport Agreement) that spells out the commitment of the contracting parties.</li> <li>• Good working relationships with key stakeholders in transport and trade facilitation within the Member States.</li> <li>• Political good will from the Heads of States under the Northern Corridor Integration Project which supports implementation of projects.</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of diversified sources of revenue which poses a risk to sustainability of the Secretariat.</li> <li>• Low level of awareness of the projects and activities being undertaken by the Secretariat.</li> <li>• Lack of awareness on sustainable transport by stakeholders in the region.</li> <li>• Partial harmonization of national and regional policies, laws and regulations.</li> </ul>  |
| OPPORTUNITIES  | THREATS   |
| <ul style="list-style-type: none"> <li>• A growing interest from the private sector in embracing regional initiatives give the Secretariat an opportunity to establish more strategic partnerships.</li> <li>• Success lessons from the implementation of various programs/projects in the Northern Corridor region gives an opportunity to get more support from development partners.</li> <li>• Greater collaboration with NCIP in the Member States to push for successful implementation of projects.</li> <li>• Existence of regional blocs, RECs, IGOs, and other development partners.</li> <li>• Existence and accessibility of more efficient technologies.</li> <li>• Willingness of the Northern Corridor Member States to support the transformation of the corridor into a seamless, economic and green corridor.</li> </ul>   | <ul style="list-style-type: none"> <li>• Limited mandate to enforce compliance with agreement provisions and implementation of the decisions and directives of the policy organs.</li> <li>• The divergent priorities in the different Member States which impacts on effective planning and implementation of projects.</li> <li>• Duplication of activities and commitments among the different RECs.</li> <li>• Un-harmonized Member State policies, laws, standards and regulations relating to transport, development of infrastructure and fiscal policies.</li> <li>• Disparities and uncoordinated global initiatives on green freight could affect the implementation of green freight program.</li> </ul> |

### 2.7.3 Stakeholders Analysis

Stakeholders play an integral part of planning and execution by providing valuable information regarding needs, resources, realistic objectives, and practical considerations for development of a Strategic Plan. A summary of the key Stakeholders expectations are outlined in table 7.

**Table 7: Stakeholder Analysis**

| STAKEHOLDER CATEGORY                                      | EXPECTATIONS   |
|---|--|
| <b>1. PRIVATE SECTOR TRANSPORT AND TRADE ASSOCIATIONS</b> | <ul style="list-style-type: none"> <li>• Quality transport infrastructure (Roads, Railways, Waterways).</li> <li>• Security of cargo and trucks along the corridor.</li> <li>• Quality support infrastructure e.g. Road Side Stations.</li> <li>• Rapid clearance of cargo.</li> <li>• Consultation on important decisions affecting them.</li> <li>• Harmonized and fair charges for use of transport infrastructure.</li> <li>• Efficiency in cargo clearing procedures.</li> <li>• Consultation on important decisions affecting them.</li> </ul> |
| <b>2. PORT MANAGEMENT</b>                                 | <ul style="list-style-type: none"> <li>• Rapid collection of cargo.</li> <li>• Efficient transport network to enhance trade activities.</li> </ul>   |
| <b>3. GOVERNMENT MINISTRIES</b>                           | <ul style="list-style-type: none"> <li>• Technical Support in implementation of best practices in infrastructure development and trade facilitation in Member States.</li> <li>• Collaboration and Sharing of data and reports national agencies in charge of statistics.</li> <li>• Collaborations and partnerships in key areas of mutual concern.</li> </ul>  |
| <b>4. REGULATORS</b>                                      | <ul style="list-style-type: none"> <li>• Technical Support in implementation of recommendations arising from surveys conducted by NCTTCA.</li> <li>• Technical assistance in development transport policies should be provided.</li> <li>• Compliance with Vehicle load Limits.</li> </ul>   |
| <b>5. REVENUE AUTHORITIES</b>                             | <ul style="list-style-type: none"> <li>• Accessible data on imports to Member States.</li> <li>• Harmonized electronic cargo tracking system across all Member States</li> <li>• A structure that facilitates customs efficiencies should be formulated.</li> <li>• Sensitization of freight forwarders and traders on documentation.</li> </ul>   |
| <b>6. DEVELOPMENT PARTNERS</b>                            | <ul style="list-style-type: none"> <li>• Participation in regional initiatives such as NCIP, EAC initiatives.</li> <li>• Collaboration on projects of mutual interest.</li> <li>• Sharing of information and data.</li> <li>• Harmonized of policies across Member States for proper coordination.</li> </ul>  |
| <b>7. REGIONAL ECONOMIC COMMUNITIES</b>                   | <ul style="list-style-type: none"> <li>• Coordination of transit transport and trade along the corridor.</li> <li>• Collaboration on projects of mutual interest.</li> <li>• Facilitation of implementation of harmonized rules and regulations.</li> </ul>  |

### 3. EVALUATION OF 2012-2016 STRATEGIC PLAN

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NCTTCA's 2012-2016 Strategic Plan was anchored on five strategic objectives described in the following sections. This section highlights and describes the level of implementation achieved for each strategic objective across the entire period of the plan.

#### 3.1 Level of Implementation

##### **Strategic Objective 1: Development of opportunities and incentives for increased private sector investment and participation in the Northern Corridor.**

The first program objective was provision of an enabling policy and legal framework for the promotion of private sector participation in the provision of infrastructure facilities and services. It was noted that a common framework exist, however, some of the Member States already have their own policy framework. Little progress had been made in pushing for a common policy framework amongst the Member States. Kenya, Uganda, Rwanda have made great strides in implementing projects under the PPP framework. Burundi and DRC have the bills in parliament.

There is however need to establish the practicability of having a common PPP framework in place. This is because the dynamics surrounding private sector involvement in the Member States are different. In addition, the different states are at different levels of development, therefore it would be easier for a Country to customize the framework as opposed to adopting a common one. The Secretariat should therefore look to supporting the operationalization of PPP Units in all Member States to facilitate the implementation of PPP projects.

A notable achievement in the implementation of the second program objective which is to implement the Northern Corridor Spatial Development Program is the agreement on the implementation of the Roadside Stations and identification of five (5) anchor projects. Little progress had been made in transferring the NCSDP responsibilities to Country Investment Promotion units.

National and inter- regional forums would help a great deal in creating awareness of the PPP framework and knowledge sharing. One of the avenues for creating awareness in the Member States could be driven by the NC focal points.

From a general perspective the Strategic Objective 1 was partially achieved. Some of the activities and targeted outputs can be pursued in the next strategic planning period.

##### **Strategic Objective 2: Expansion, Modernization and Improvement of Transport Infrastructure and services relating to road, rail, pipeline, ports, inland waterways, border posts, terminals, communication systems and other related facilities.**

The first program objective under this strategic objective was the coordination of the Northern Corridor Infrastructure Master Plan in accordance with priority projects for the period 2012-2016. It was noted that most of the projects were still ongoing with some just at the feasibility study stage as indicated in the logical framework in Appendix II. The Logical Framework details the level of achievement in each of the projects.

A discussion with the stakeholders revealed that financial constraints partially led to delay in the completion of some of the projects with some expecting the Secretariat to assist in fundraising. The need to put pressure on the governments of the Member States to implement the projects as they had committed was also highlighted.

One of the key observations made was that the participation of the Secretariat in some key activities was not clearly defined. Some of the targeted outputs were beyond the control of the NCTTCA. Other timelines set were not in line with the actual situation in the Member States such as availability of funds to undertake the projects.

In the second program objective of improving the border post infrastructure and facilities, notable achievements have been made in the Malaba, Busia and Kagitumba. For Nimule, Mpondwe and Goma, designs had been completed and plans for construction were underway. For the ICT infrastructure, the Secretariat conducted a survey to assess the level of automation and designed the requirements of the border posts. A section of the stakeholders reiterated the need to ensure proper operation of the online systems, availability of a steady network and an efficient back-up system for the network.



In the third program objective of harmonizing norms and standards being spearheaded by AU, the standards had been developed, however, the implementation of the standards in the Member States yet to be realized.

Notable progress has been made in the fourth program objective of reducing delays to transit truck caused by repeated weighing at several weighbridges. Weighbridges were in place in Kenya and Uganda. A major issue raised by stakeholder is that Kenya uses axle weight while other countries use the gross weight. In addition, it was noted that repeated weighing had not been eliminated and more efforts were required to further harmonize this situation. The existence of police roadblocks in some sections of the corridor that increase the transit time was also identified as a major issue. Embracing the HSWIM in all the NC Member states as directed by NCIP Head of States will address efficiently this issue and finalization of VLC regulations.

The promotion of multimodal and intermodal transport operations, which is the fifth program objective was partially achieved. NCTTCA continues to advocate for the domestication of multimodal transport into national laws in the Member States. Construction of SGR will increase the rail market share and reduce reliance on road transport.

The level of achievement of the sixth program objective of developing eco-efficient Transport Systems was low. Most of the Member States had not incorporated eco-efficiency in their transport infrastructure design and maintenance. There is however a global shift to Green Transport which can be pursued further in the next strategic planning period. In addition, it was noted that the Secretariat has developed a Green Freight Program which will be implemented in the Member States.

In the promotion of safety in all transport modes, which is the seventh program objective, it was noted that most Member States had established transport safety regulatory agencies. The other targeted outputs were the construction appropriate of off road parking stops, collection of IRI data from all Member States and the adoption of the study report on Safety and Security Data Management System. The objective however needed to be broken down further to reflect realistic targeted outputs.

In the last program objective, which is promotion of the establishment of efficient and interoperable communication system, it was noted that most of the Member States were implementing several initiatives under the National Broadband Strategy.

In conclusion, the second strategic objective was partially achieved. Some of the activities were still work in progress to be completed in the next strategic planning period.

### **Strategic Objective 3: Harmonize and streamline policies and legal framework for transport and trade facilitation.**

In the first program objective of harmonizing transport policies and regulations of the Member States, it was noted that various policy, regulatory and institutional reforms have been agreed upon and were being implemented by the Member States e.g. OSBP. Progress has been made on Road transport through the domestication of the Vehicle Load Control (VLC) law under the EAC. DRC has aligned their regulations to the VLC law as well. The harmonization of rail and pipeline projects has not been fully implemented. It should be noted that commendable strides have been made in the development of the SGR in the region.

The second program objective was geared towards promoting compliance with the provisions of the Northern Corridor Agreement in order to reduce the cost of doing business. The ratification of the Agreement has been fully achieved, as all the Member States have signed and deposited the ratification instruments.

The Secretariat has contributed in streamlining administrative processes and procedures at ports, border posts and inland terminals. Through the Transport Observatory Platform, where the Secretariat gets data from the different bodies and analyses on a weekly monthly and quarterly and bi annual basis reports. Presently, 31 performance indicators are tracked, variations in Member States identified and the Secretariat works towards harmonizing the same. On the issue of the Non Tarrif Barriers, it was noted that several initiatives were ongoing and efforts are being made to minimize them.

The consultant noted that many stakeholders use the Observatory Reports to facilitate decision making. The Transport Observatory Platform is very critical in monitoring the implementation of the Strategic Plan.

In the third program objective which was focused on enabling private sector players to participate in policy making and implementation of activities relating to trade and transport facilitation, little progress was made. It was noted that private sector involvement was still very low hence the need to focus on enhancing their participation in policy and planning in the next strategic period.

The fourth program objective was to stimulate Intra-Regional Trade by fostering links between trade infrastructure & logistics and supply chains. The performance indicators for this objective included the creation of data bank on generic a supply chain information system, number of trade facilitation instruments implemented and issued, number of countries using the cross border facilitation instrument and number of PPP opportunities identified.

The target was to have bureau of statistics, ministry of trade, national bank, all revenue authorities sharing important data. During the period, revenue authorities and bureau of statistics relationships have been established in four Member States. A database to measure inter regional trade set up in the Observatory in four Member States. However it was noted that import and export data do not match and particular efforts should be made during the next strategic plan's period.

The fifth program objective was to harness ICTs and transport technologies to make the Northern Corridor a 'smart' corridor. The performance indicators for this objective included number of ICT systems implemented and number of ICT Systems interconnected. Major achievements by MSs were recorded in this area. Kenya, Uganda, Rwanda and Burundi have upgraded their computerised customs management systems. Electronic Single Windows are operational in Kenya, Rwanda and partially in Uganda. Most agencies such as customs, immigration, Bureaux of Standards, and Ministries of Agriculture are now connected to the backbone systems and their services are accessible online. Electronic cargo tracking systems are operational in Kenya, Uganda and Rwanda. Weighbridges in Kenya are computerised and connected to a central control room.

The sixth program objective was to improve industry service standards and encourage self-regulation. The performance indicators for this objective included the number of stakeholders that have adopted the code of conduct in their service charter and Number of Associations with adopted self-regulation code of conduct. It was noted that progress had been slow.

The seventh program objective was to enable Northern Corridor Member States secure import duties on goods at the Mombasa Port. It was noted that the Single Customs Territory is operational and a study to assess the impact of this initiative was conducted during the period.

#### **Strategic Objective 4: Enhanced Knowledge Management and Capacity Building**

The first program objective was to enhance the efficiency and effectiveness of implementation. The performance indicators of this objective, were adoption of a Resource Mobilization Strategy and implementation of an enhanced Secretariat structure that will enable wider participation of government agencies and private sector. It was noted that some of the missing functions in the structure had been created and the positions filled.

The second program objective was to build capacity at the Secretariat and Member States level to facilitate implementation of agreements and protocols, as well as the decisions of the NCTTCA policy organs. The key performance indicator of this objective is the number of projects adopted and implemented by Member States as a direct result of capacity enhancement of program. It was noted that few capacity building forums had been held.

The third program objective was to enhance smart partnerships with RECs and IGOs whose spheres of influence is traversed by the corridor. The targeted outputs include reviewing implemented MoUs and assessing the number of new MoUs negotiated and signed with key regional organizations. The key performance indicators of this objective include; improved working relationships/coordination plus the actual number of existing MoUs reviewed and good progress and results have been achieved. The NCTTCA has been aggressive in concluding MoUs with RECs and IOs.

#### **Strategic Objective 5: Performance Monitoring and Evaluation**

The first program objective was to establish and maintain an effective corridor performance monitoring system and benchmarks. The targeted output for this objective is to have a sustainable corridor performance monitoring system in place with benchmarks that are tracked periodically. The corresponding performance indicators include having regular corridor performance reports being produced for management and, stakeholders and Member States.

The M&E structure/system and all its components of the M&E system have been put in place. Monthly, quarterly, bi annual and annual monitoring Reports are being produced and consolidated by the Head of M&E program for dissemination and discussion with policy organs.

The second program objective was to enhance the Northern Corridor Transport Observatory. The targeted output for this objective is to have a sustainable data collection and dissemination system in place. The corresponding performance indicator includes ensuring that data is available for performance monitoring. The Transport Observatory System has been developed with historical data from 2009 to date.

The third program objective was to monitor the Implementation of the SP and to evaluate its impact. The targeted output for this objective is to have timely periodic progress reports on the implementation of the SP, challenges being faced and necessary remedial measures.

Monthly monitoring Reports are being produced and consolidated by the Head of M&E program. Notable achievements include development and operationalisation of the quarterly and annual reporting at the Secretariat and Member States using standard and approved reporting formats and the development of an NCTTCA Monitoring and Evaluation Manual/ Handbook. In addition the mid-term evaluation of the NCTTCA Strategic Plan (2012-2016) was conducted and key lessons derived for better planning. Focal Point Officers were appointed in the Member States to coordinate and liaise with the Monitoring and Evaluation Unit at the Secretariat.

The fourth program objective was to enhance public awareness of the Northern Corridor Agreement and Protocols; the programs and benefits. The targeted outputs for this objective are to have relevant workshops delivered in all countries and the NC Agreement and protocols reproduced and distributed. The corresponding performance indicators include the number of successful workshops delivered and copies of documents produced and distributed. Based on the evaluation of this objective, it was noted that workshops were conducted during country missions (two times a year).

The fifth program objective was to monitor implementation of the decisions and directives of NCTTCA policy organs. The targeted output for this objective is to implement the decisions of the policy organs. The corresponding performance indicators include assessing the number of decisions implemented annually by Member States. Reproduction and distribution of copies of Agreement has been completed.

The sixth program objective was to disseminate information about NCTTCA programs and achievements to stakeholders in general; the targeted output for this objective is to have a Communications strategy for dissemination of information to a wide range of stakeholders. The corresponding performance indicators include; increased awareness among NCTTCA stakeholders, number of people visiting the website, and the Secretariat's ICT systems constantly updated and upgraded. The Communications Strategy has been designed and is being implemented/ followed.

### **3.2 Key Observations from Evaluation of Level of Implementation**

- a) The achievement of some of the program objectives are not within the control of NCTTCA in terms of mobilizing resources and ensuring implementation. The role of the Secretariat and that of the Member States was not clearly spelt out. This posed a challenge in terms of differentiating the role performed by each organ in the achievement of the objective yet the measure of Secretariat's input had not been spelt out clearly.
- b) It was noted that the Member States were at different levels of achievement in terms of implementing the program objectives. However, this had not been taken into consideration while crafting the activities in the implementation framework and annual work plans.
- c) It was also noted that the Strategic Plan did not take into consideration the different dynamics of each Member States in drawing up the activities. The level of development would greatly affect the achievement of the program objectives and needed to be taken into consideration. There was little attempt to draw out the specific targeted output for a Country in a given year in the annual work plans and this affected some of the deliverables.
- d) The performance measures in the logical framework did not have a baseline and some of the targets were not quantifiable. Consequently, measuring achievement was quite subjective since the indicators were not specific.

- e) Resource mobilization was identified as a key hindrance to the realization of the program objectives.
- f) Risk management was not taken into consideration while developing the strategic plan. This means that the critical success factors that would affect the effective implementation of the strategic plan were not clearly articulated and this weakened the monitoring and evaluation process.

### **3.3 Lessons Learnt**

The assessment was carried by PKF, an Independent Firm on the five key strategic objectives and after considering the outcome of the analysis based on the results highlighted above, the NCTTCA strategic plan implementation attained an average of 70%. This means the strategic plan 2017-2021 would take into consideration the remaining 30% for implementation in the next five years.

Key lessons learnt are the following;

- a) The availability of adequate financial resources is key in enabling the achievement of strategic objectives. NCTTCA should work on an effective resource mobilization strategy to ensure that financial resources are available for the implementation of all program activities.
- b) There needs to be a clear separation in the role of NCTTCA and that of Member States in the implementation of activities set out in the Strategic Plan.
- c) The development of implementation programs need to be cognizant of the different levels achievement by the different Member States. Wherever possible, targets should be set for each Member State taking into consideration the achievement made as per the time of development of the implementation framework and annual work plans.
- d) The crafting of activities and targets should consider the different dynamics of each Member State and the fact that prioritization of projects varies from one Member State to another.
- e) Risk management should be taken into consideration in the development of the next Strategic Plan.
- f) Critical success factors that are likely to affect the effective implementation of the Strategic Plan should be clearly articulated.

## 4. STRATEGIC DIRECTION

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This chapter provides a strategic direction for NCTTCA. It focuses on the Vision, Mission, Core Values, Strategic Objectives, program objectives and key activities.

### 4.1 Corporate Statements

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#### OUR VISION

**To be a Smart, Sustainable, Economic and most Competitive Trade and Transport Corridor in Africa.**

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#### OUR MISSION

**To transform the Northern Corridor into an economic and sustainable development Corridor that offers internationally competitive Trade and Transport services and promotes regional integration.**

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#### CORE VALUES

**NCTTCA will be guided by the following Core Values in order to accomplish its vision and mission:**

- a) Focus and Direction**
- b) Integrity**
- c) Collaboration**
- d) Respect for diversity**
- e) Creativity**
- f) Team achievement**

### 4.2 Strategic Goals, Objectives and Strategies

The 2012 – 2016 strategic plan was anchored on five strategic objectives. After situational analysis, evaluation of the level of implementation and workshop deliberations, it was agreed that the broad goals were still relevant for the next five years. The strategic direction for NCTTCA 2017-2021 Strategic Plan is therefore built on four strategic goals as listed below:

1. Sustainable development Corridor with seamless trade flows and vibrant Private Sector participation.
2. Expanded and modernized transport infrastructure and services.
3. Harmonized trade and transport policies and regulations adopted in Northern Corridor Member States.
4. Robust performance monitoring, evaluation and institutional capacity for the Northern Corridor.

A brief description of each of these strategic objectives followed by a detailed implementation matrix in line with NCTTCA's mandate is given here below.

#### 4.2.1 SG1: Sustainable development Corridor with seamless trade flows and vibrant Private Sector participation.

Addressing the issue of sustainability has been an important component of many governments' economic agenda. Some of the governments in the Northern Corridor Member States have therefore developed a legal and regulatory framework for the private sector to play a greater role in the provision of infrastructure whilst ministries and other public authorities will focus on planning and structuring projects.

This Strategic Goal aims at enhancing the participation of private sector in implementing activities relating to transport infrastructure development and trade facilitation in decision making. The expected cross-border investments should provide additional impetus for the improvement of corridor efficiency by removing bottlenecks to the free flow of trade and traffic and also foster social participation and inclusiveness in the corridor.

This strategic goal will be achieved through the program objectives, strategies and activities indicated in the table below:

**Table 8: Strategic Goal 1**

| PROGRAM OBJECTIVES   | EXPECTED OUTCOMES  | STRATEGIES  | MAIN ACTIVITIES   |
|--|--|---|---|
| 1.1 To support the private sector participation in financing of construction and maintenance of Corridor Trade and infrastructure development. | A fully-fledged Private Sector participation in the Northern Corridor trade development. | <ul style="list-style-type: none"> <li>• Facilitating provision of infrastructure facilities and services.</li> <li>• Improving the Business environment and investment facilitation.</li> <li>• Promoting easy access to information on business opportunities in the region.</li> <li>• Building Capacity on private sector investment and financing.</li> <li>• Adopting common standards for PPP policy and legal framework within the NC Member States.</li> </ul> | <ul style="list-style-type: none"> <li>i. Pursue the implementation of the RSS program along the Northern Corridor.</li> <li>ii. Benchmark and Share best practices on conducive business environment among member states and advocate for a conducive business environment.</li> <li>iii. Implement and maintain a business opportunity information system.</li> <li>iv. Conduct training workshop and Share experience and information from regional institutions and Development Partners on PPP and other investment initiatives.</li> <li>v. Collect and update data on status of PPP legal frameworks in Member States.</li> <li>vi. Coordinate in collaboration with RECs, the development of a regional PPP framework and advocate for its adoption by the NC Member States.</li> </ul> |

| PROGRAM OBJECTIVES  | EXPECTED OUTCOMES   | STRATEGIES   | MAIN ACTIVITIES  |
|---|---|--|--|
| 1.3 To promote cross border trade and gender inclusiveness.                   | Increased cross border trade and strengthened SMEs with youth and gender inclusiveness. | <ul style="list-style-type: none"> <li>Streamlining the cross border informal trade and promoting SMEs and gender inclusiveness in cross border trades.</li> </ul>   | <p>i. Develop and implement a capacity-building program, identify business opportunities for women and youth in cross border trade.</p> <p>ii. Profile and compile data, identify financing sources for SMEs, women and youth.</p>   |
| 1.4 To stimulate intra-regional, international trade and regional integration | Increased interstate trade and strengthened regional integration.                       | <ul style="list-style-type: none"> <li>Promoting implementation of the COMESA Simplified Trade Regime (STR) by all NC Member States.</li> <li>Promoting implementation of trade facilitation instruments in the region.</li> <li>Promoting formation and functioning of Joint Cross Border Management Committees.</li> </ul> | <p>i. Sensitize, advocate for and monitor use of the STR Instruments.</p> <p>ii. Advocate, sensitize and train NC stakeholders on use of trade and transport facilitation instruments under the COMESA/EAC and the WTO/WCO.</p> <p>iii. Monitor and review progress of implementation of the Instruments.</p> <p>iv. Form Joint Cross Border Committees.</p> |

#### 4.2.2 SG2: Expanded and modernized transport infrastructure and services.

The Secretariat has been mandated by the Member States to oversee the implementation of the agreement, to transform the Northern trade route into an economic development corridor and making the corridor a seamless, efficient, smart and green Corridor. More recently, the Northern Corridor Integration Projects Head of States Summit reiterated the mandate of the NCTTCA to strengthen the strategic planning of sustainable regional infrastructure and enhance monitoring of the corridor freight logistic chain.

Transport corridors bring economic development by ensuring productivity gains from increased trade and intra-national commercial activity. As the cost of transporting goods decreases, traders will have access to markets within a wider area to sell their products. This Strategic goal therefore aims at enhancing the efficiency of the NC Transport Infrastructure and Facilities consisting of road, rail, pipeline, inland waterways, Border Posts, terminals and communication systems.

This strategic goal will be achieved through the program objectives, strategies and activities indicated in the table below:

**Table 9: Strategic Goal 2**

| PROGRAM OBJECTIVES  | EXPECTED OUTCOMES  | STRATEGIES   | MAIN ACTIVITIES   |
|---|--|--|---|
| 2.1 To coordinate the implementation of the Northern Corridor Priority Infrastructure projects. | Interconnected transport infrastructures nodes and improved business opportunities in Member States.               | <ul style="list-style-type: none"> <li>• Identifying priority infrastructure projects from the IMP, NCIP, NEC and PIDA for promoting regional integration and trade.</li> <li>• Improving Transport Services along the Northern Corridor.</li> </ul> | <ul style="list-style-type: none"> <li>i. Review IMP, NEC, NCIP and PIDA/EAC Reports to identify projects.</li> <li>ii. Develop harmonized criteria for project selection for the NC Member States.</li> <li>iii. Advocate and monitor the implementation of identified projects.</li> <li>iv. Promote increase of trucks, locomotives and Rolling stocks within Northern Corridor.</li> <li>v. Promote construction of new ICDs and CFSS.</li> </ul> |
| 2.2 To improve border post infrastructure and facilities.                                       | Improved infrastructure and facilities at all key Border Posts in the Northern Corridor Member States.             | <ul style="list-style-type: none"> <li>• Promoting construction of the upgrading of border post infrastructure and developing OSBPs.</li> </ul>  | <ul style="list-style-type: none"> <li>i. Develop bilateral agreements and implementation roadmap.</li> <li>ii. Secure funding for the OSBP Projects and advocate for completion of current OSBPs and facilities already selected for construction and upgrading.</li> </ul>  |
| 2.3 To promote multimodal and intermodal transport operations.                                  | An integrated multi-modal transportation system that connects Member States and facilitates a diversified economy. | <ul style="list-style-type: none"> <li>• Improving interconnectivity of transport infrastructure in NC Member States.</li> </ul>   | <ul style="list-style-type: none"> <li>i. Advocate for Rehabilitation of Ports and inland waterways in the NC Member States with a view to link the Indian Ocean and Atlantic Ocean through Mombasa Port and Banana in DRC.</li> <li>ii. Identify new nodes for intermodal transport interchanges for development.</li> </ul>   |



| PROGRAM OBJECTIVES                            | EXPECTED OUTCOMES                                | STRATEGIES  | MAIN ACTIVITIES  |
|---|--|---|--|
| 2.4 To improve safety in all transport modes. | A transportation system that is safe and secure. | <ul style="list-style-type: none"> <li>• a) Improving Transport Infrastructure to enhance safety.</li> <li>• b) Promoting voluntary compliance to vehicle load limits for all Member States.</li> <li>• c) Promoting compliance to SOLAS amendment on container gross weight verification.</li> <li>• d) Enhancing functioning of Authorities responsible for transport safety in Northern Corridor Member States.</li> </ul> | <ul style="list-style-type: none"> <li>i. Develop data management system on safety and security in all transport modes.</li> <li>ii. Advocate for the establishment of parking facilities, Road, wellness centres and road furniture.</li> <li>iii. Rationalize speed humps construction along the NC roads.</li> <li>iv. Undertake International Roughness Index along the NC transit roads.</li> <li>v. Implement/upgrade NC Member States database on crashes in all transport modes.</li> <li>vi. Develop Self-regulatory Vehicle load Charters to support the EAC VLC act.</li> <li>vii. Rollout voluntary compliance on vehicle load limits.</li> <li>viii. Undertake Communication campaign against overloading in all the member States.</li> <li>ix. Establish roadworthiness, testing and vehicle inspection centres.</li> <li>x. Sensitize stakeholders on the implementation of SOLAS amendment and establishment of gross Container weight verification Centres in the member states.</li> <li>xi. Implement common safety standards guidelines in all transport modes within the NC Member States.</li> <li>xii. Review of legislation on safety in Member States for harmonization.</li> <li>xiii. Establish a common Rail transport policy framework.</li> </ul> |

#### 4.2.3 SG3: Harmonized trade and transport policies and regulations adopted in Northern Corridor Member States.

Simple, transparent and harmonized policies reduce administrative complexities and facilitate transparency which are key barriers to trade. NCTTCA will aim at facilitating and promoting the harmonization of transport policies and regulations of the Member States and support the implementation of trade facilitation instruments. Monitoring of compliance with the provisions of the Northern Corridor Transit and Transport Agreement and setting industry standards and self-regulation will also be carried out. NCTTCA will also continue on its efforts towards becoming a smart corridor by harnessing ICTs and transport technologies. This strategic goal will be achieved through the program objectives, strategies and activities indicated in the table below:

**Table 10: Strategic Goal 3**

| PROGRAM OBJECTIVES  | EXPECTED OUTCOMES  | STRATEGIES  | MAIN ACTIVITIES   |
|---|--|---|---|
| 3.1 To increase the number of harmonized transport policies and regulations adopted by the NC Member States.              | Eased enforcement and compliance to regulations across the Northern Corridor region.                       | <ul style="list-style-type: none"> <li>• Implementing the Northern Corridor Common Transport Policy Framework.</li> <li>• Reviewing and harmonizing the EAC and CEMAC/RDC Inland waterways regulations.</li> </ul>  | <ul style="list-style-type: none"> <li>i. Review of the NC Common Transport Policy Framework.</li> <li>ii. Facilitate harmonization of the EAC and CEMAC/RDC inland waterways regulations.</li> </ul>   |
| 3.2 To enhance level of compliance with the provisions of the NCTTA and the WTO/TFA by Northern Corridor Member States.   | Reduced transit time, documentary requirements and cost of doing business in the Northern Corridor region. | <ul style="list-style-type: none"> <li>• Monitoring implementation of the Northern Corridor Transit and Transport Agreement.</li> <li>• Reviewing the Northern Corridor Transit and Transport Agreement.</li> <li>• Identifying and removing Non-Tariff Barriers to trade and transport along the northern corridor.</li> </ul> | <ul style="list-style-type: none"> <li>i. Develop and update the NC Transit and Transport Agreement Scorecard.</li> <li>ii. Evaluate the NCTTA against the WTO - TFA Commitments to identify areas of improvement.</li> <li>iii. Undertake review of the Northern Corridor Transit and Transport Agreement.</li> <li>iv. Undertake trade and transport logistics surveys.</li> <li>v. Advocate for elimination of Non-Tariff Barriers along the Northern Corridor.</li> </ul>   |
| 3.3 To improve the administrative processes and procedures in the handling and clearance of internationally traded goods. | Reduced non-value adding processes and procedures in trade formalities in Member States.                   | <ul style="list-style-type: none"> <li>• Implementing the recommendations of the Northern Corridor transport cost reduction studies and surveys.</li> </ul>   | <ul style="list-style-type: none"> <li>i. Harmonize SCT procedures for clearance of goods along the Northern Corridor.</li> <li>ii. Create a joint Transit System and work towards implementation of a carnet such as the TIR Carnet along the NC.</li> <li>iii. Enhance risk management processes within each jurisdiction involved in the clearance of goods.</li> <li>iv. Create a special express lane at the NC borders for trucks carrying goods in transit.</li> <li>v. Update Revenue systems to operate real time.</li> <li>vi. Upgrade the operations of the One Stop Centre; to full electronic document handling and collaborative border management.</li> <li>vii. Develop and implement Northern Corridor-wide AEO Program.</li> <li>viii. Operationalize the NC Public Private Partnership Committee.</li> </ul> |

| PROGRAM OBJECTIVES   | EXPECTED OUTCOMES   | STRATEGIES  | MAIN ACTIVITIES   |
|--|---|---|---|
| 3.4 To harness ICTs and transport technologies to make the Northern Corridor a 'smart' corridor. | A Smart Corridor with easy data exchange, monitoring and tracking of cargo across the region. | <ul style="list-style-type: none"> <li>Improving data exchange that leverages on existing SCT initiatives, e-SWS's and Customs Management Systems capabilities.</li> <li>Coordinating the Implementation of a Regional Electronic Cargo Tracking System (R-ECTS).</li> <li>Implementing a Regional Unique Consignment Reference (R-UCR).</li> </ul> | <ol style="list-style-type: none"> <li>Establish a seamless data exchange platform along the Northern Corridor.</li> <li>Advocate for enhancement of IT systems for trade (port, customs, SWS among others).</li> <li>Promote implementation of R-ECTS.</li> <li>Incorporate R-UCR in Customs systems.</li> <li>Integrate the RCTG business process into the existing Customs Management Systems (CMS) of the Northern Corridor Member States.</li> </ol> |
| 3.5 To improve industry service standards and encourage self-regulation                          | Increased level of sector efficiency and compliance to trade and transport charters.          | <ul style="list-style-type: none"> <li>Facilitating business associations to adopt and implement self-regulatory codes of conduct.</li> </ul>   | <ol style="list-style-type: none"> <li>Identify organized business associations and support in the development of codes of conduct.</li> <li>Monitor and enhance compliance to the Mombasa Port Community Charter.</li> <li>Rollout trade and transport facilitation charters.</li> </ol>   |

#### 4.2.4 SG4: Robust performance monitoring, evaluation and institutional capacity for the Northern Corridor.

This strategic goal aims at monitoring implementation of the strategic plan with a view to identifying areas requiring improvement in relation to desired targets or benchmarks. It is also aimed at diagnosing problems and bottlenecks relating to the institutional capacity addressing them.

This strategic goal aims at enhancing implementation of agreements, protocols and decisions of the NCTTCA organs and strategic partnerships with relevant RECs and IGOs. The strategic goal further focuses on knowledge sharing and best practices, as well as on enhancing financial sustainability of the Northern Corridor Secretariat. The strategic goal will be achieved through the program objectives, strategies and activities are indicated in the table 11:

**Table 11: Strategic Goal 4**

| PROGRAM OBJECTIVES   | EXPECTED OUTCOMES   | STRATEGIES   | MAIN ACTIVITIES  |
|--|---|--|--|
| <p>4.1 To improve and maintain an effective corridor performance monitoring system and benchmarks.</p> | <p>An efficient Transport Observatory system for data and monitoring the performance of all aspects of the corridor.</p>      | <ul style="list-style-type: none"> <li>• Enhancing the Transport Observatory system.</li> <li>• Maintaining a sustainable corridor performance monitoring system.</li> <li>• Undertaking a comprehensive analytical and comparative transport cost review along the Northern corridor.</li> <li>• Monitoring intra-regional trade for both formal and informal.</li> </ul> | <ol style="list-style-type: none"> <li>i. Update regularly data and upgrade the transport Observatory.</li> <li>ii. Develop the Dashboard for the Entire Corridor.</li> <li>iii. Review of indicators, set their targets, and benchmark.</li> <li>iv. Coordinate and improve data collections mechanisms.</li> <li>v. Undertake the transport observatory quality audit/survey to identify areas that need more attention or improvement.</li> <li>vi. Monitor regularly the performance of the Northern Corridor.</li> <li>vii. Process and analyze data, update the online database and disseminate reports.</li> <li>viii. Determine the transport cost and cost of doing business in the region.</li> <li>ix. Data collection in the six Northern Corridor Member States.</li> </ol> |
| <p>4.2 To promote monitoring of transport related environmental impact in the Northern Corridor.</p>   | <p>A transportation system that is environmental friendly and supports quality of life for the communities in the region.</p> | <ul style="list-style-type: none"> <li>• Collaborating with relevant agencies in MS in determining the emissions level and developing mitigation measures.</li> <li>• Conducting sensitization campaigns amongst the relevant stakeholders in the Member States on environmental issues.</li> </ul>  | <ol style="list-style-type: none"> <li>i. Determine the level of maritime, port and corridor emissions.</li> <li>ii. Collect data and develop model tools to estimate maritime, port and corridor emissions.</li> <li>iii. Build capacity on environmental awareness campaigns related to emissions.</li> <li>iv. Develop campaign materials for advocacy and sensitizations.</li> <li>v. Promote use of Roadside stations in Member States.</li> <li>vi. Promote implementation of cold ironing at ports and container freight stations.</li> <li>vii. Implement the Green Freight Program in the Northern Corridor.</li> </ol>   |

| PROGRAM OBJECTIVES  | EXPECTED OUTCOMES   | STRATEGIES  | MAIN ACTIVITIES   |
|---|---|---|---|
| 4.3 To monitor the implementation of the Northern Corridor Strategic Plan and to evaluate its impact.                                   | Increased efficiency in the implementation of programs and activities of the Northern Corridor Secretariat.                               | <ul style="list-style-type: none"> <li>Preparing and adopting an effective monitoring and evaluation system at the Secretariat</li> </ul>                     | <ul style="list-style-type: none"> <li>i. Review the existing Northern Corridor Monitoring and Evaluation System.</li> <li>ii. Monitor programme implementation and evaluate impact.</li> <li>iii. Develop a Northern Corridor Monitoring and Evaluation Manual.</li> </ul>                         |
| 4.4 To promote the implementation of Northern Corridor Agreement and Protocols.   | Increased awareness on the benefits of uniform implementation of the provisions of the Northern Corridor Transit and Transport agreement. | <ul style="list-style-type: none"> <li>Increasing Public awareness through regular Stakeholders meetings, Campaigns and information sharing.</li> </ul>       | <ul style="list-style-type: none"> <li>i. Package material in major languages spoken in Member States and disseminate.</li> <li>ii. Publish media packages in regional and local media in Member States.</li> <li>iii. Upgrade, maintain and update the NCTTCA Web Portal/ Social Media.</li> </ul> |
| 4.5 To enhance financial sustainability of the Northern Corridor Secretariat.   | Reduced funding gap and improved programming and managerial effectiveness of the Northern Corridor Secretariat.                           | <ul style="list-style-type: none"> <li>Diversifying NCTTCA regular revenue resource base.</li> </ul>  | <ul style="list-style-type: none"> <li>i. Develop sustainable funding mechanisms.</li> <li>ii. Advocate for the adoption of the revised funding mechanism.</li> </ul>   |
| 4.6 To enhance strategic partnerships with RECs, Development Partners and IGOs whose spheres of influence is traversed by the Corridor. | Strengthened collaboration and support from Donors, Development Partners, RECs and IGOs.  | <ul style="list-style-type: none"> <li>Benchmarking on Best practices on transport and transit corridor management and other emerging initiatives.</li> </ul> | <ul style="list-style-type: none"> <li>i. Participate actively in international fora related to trade and transport facilitation with the view of benchmarking and partnership.</li> <li>ii. Mobilize funding from partners.</li> </ul>   |
| 4.7 To enhance capacity at the NCTTCA and Member states level.  | Enhanced staff performance and improved program implementation by Member states.  | <ul style="list-style-type: none"> <li>Training for staff and key stakeholders in Member States.</li> </ul>   | <ul style="list-style-type: none"> <li>i. Undertake Training needs Assessment.</li> <li>ii. Develop and roll out staff training plan.</li> </ul>  |

Having approved strategic objectives, strategy, target outcomes and performance indicators, the action plan will be indicated in the Implementation Logical Framework attached as Appendix I.

## **5. IMPLEMENTATION OF THE STRATEGIC PLAN 2017-2021**

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The implementation of this plan will take place in 2017-2021 and the plan will have to be reviewed in variety intervals to ensure attainment of the stated outputs. The following sections will discuss the approach expected to be applied by NCTTCA.

The implementation of this Strategic Plan will require the commitment and input of the Member States. The Logical Framework has spelt out the distinct roles of the Government agencies/ministries of the Member States. The role of NCTTCA is mainly coordination, advocacy and monitoring of the implementation of the activities that support the facilitation of transport and trade in the Member States.

The Strategic Goals presents the broad primary outcomes of what the Secretariat wishes to achieve over the period of the Strategic Plan. The Strategic Objectives highlight the approach that will be taken while the strategies illustrate what will be done to achieve the set objectives. The successful implementation of the Strategic Plan will require significant financial resources and commitment from the Member States and development partners. To this end, the Secretariat has set out to undertake activities geared toward aggressively increasing NCTTCA's resource base.

### **5.1 Funding and Resource Mobilization**

Budget forecast for the implementation of the Strategic Plan have been provided in the Logical Framework Matrix; with each activity having a separate estimate. The estimated figures are however subject to revisions and adjustments where necessary during implementation of the Strategic Plan.

The premise for the estimates is that the Member States shall play a pivotal role in funding the Secretariat as part of their commitment to the Northern Corridor Transit and Transport Agreement. The Secretariat, as part of its roles, will identify areas where extra-budgetary funding will be required and prepare projects, including technical assistance projects, to solicit funding from various sources. A comprehensive resource mobilization strategy will be developed as alternative means of raising funds to support corridor development projects, especially in the areas of Transport Policies, Trade Facilitation, Infrastructure, Private Sector Participation and other related projects.

In addition, the Secretariat will enhance collaboration with specialized regional and international institutions as well as funding agencies in the implementation of some of the activities in the Strategic Plan.

### **5.2 Human Resources**

Part of the final evaluation of the Strategic Plan 2012-2016 focused on an internal analysis of the strengths and weaknesses which included the Secretariat's human resource. In essence, the attainment of the objectives and outputs of the strategic plan will be determined by the level of adequate staffing.

At present, the Secretariat does not have an in-house specialist to oversee projects related to Health and Social issues along the corridor; which are closely linked to the development of Road Side Stations. Equally, to fully incorporate one of the key pillars of the Northern Corridor Transit and Transport Agreement into implementation, the Secretariat rolled out the NC Green Freight program which clearly featured in the 2017-2021 Strategic Plan. Full implementation of the programme will therefore require the recruitment of an Environmental Specialist at the Secretariat level.

The current Organizational Structure of the NCTTCA presented below shows two seconded staff members from TradeMark East Africa (i.e. the Database Specialist and the Statistician).

It is therefore highly recommended that the Executive Committee consider making the seconded positions permanent; and further create the positions of an Environmental Specialist and Public Health/Social Specialist as soon as possible to enable the successful implementation of the Strategic Plan. The Secretariat organisational structure with proposed positions is as indicated in Appendix II.

## 5.3 Monitoring and Evaluation

The success of the strategic plan implementation depends on how the planned activities and output are effectively monitored and evaluated. The Head of Monitoring and Evaluation will oversee the implementation of the strategic plan within the planned period. The monitoring will be based on the key performance indicators as set in the Implementation Log frame attached as Appendix I. The means for verification will be the instruments adopted to establish whether the planned activities and strategies are on course.

The evaluation of the results and strategies will be an on-going process involving redesigning and restructuring the activities. This will purely involve valuation activities and results based on the internal and external factors. Consultation with implementing department and realigning strategies mix, resource outlay, objectives, activities and other support procedures and processes will be key requirements on the monitoring. Preparation of reports for every participating department will be important.

An effective mechanism for monitoring and evaluating the implementation of the NCTTCA Strategic Plan (2017-2021) will be important for a number of reasons:

- a) Ensures that the interventions being carried out conform to the development plan with limits of the NCTTCA Agreement;
- b) Ensures that the results being achieved are aligned with the set objectives;
- c) Serves as an "early warning system and gives an opportunity for all implementers to communicate how they are doing where the problems and opportunities lie;
- d) Provision of regular information and awareness to all stakeholders on the progress of implementation and to aid informed decision making;
- e) The mechanism allows corrective action and fine tuning "not only the strategies, but the planning process leading to improved performance;
- f) Demonstration of stakeholder accountability and transparency in the implementation of the projects and programs;
- g) Promotion of learning, feedback, and knowledge sharing on results and lessons learned among implementing Member States;
- h) Ensures the continuous sharpening and focusing of strategies and assist in the advocacy of mobilization appropriate and responsive interventions at all stages of implementation.

### 5.3.1 M&E Framework

The following M & E framework will be put in place by NCTTCA in order to ensure implementation of the strategic plan:

- a) The Head of Monitoring and Evaluation will oversee the implementation of the strategic plan.
- b) The Head of M& E will be reporting monthly to the Executive Secretary on the progress of the strategic plan implementation. He/she will prepare quarterly reports in line with the NCTTCA monitoring and evaluation system.
- c) All heads of departments will hold regular meetings (preferably monthly) chaired by the Executive Secretary to review the status of the strategic plan implementation as it relates to their respective departments.

The key performance indicators will provide guidance on more objective review of the progress of the strategic plan implementation.

### 5.3.2 M&E and Annual Performance

The Strategic plan will be translated into annual Program of activities. The latter will in turn be translated into sectional and individual performance targets. That is, the actual performance of various administrative levels will be monitored continually and evaluated at the end of the defined period against the agreed targets in the Work Plan. The Work Plan will also be used for staff performance appraisals which will in turn be used to reward superior performance and sanction poor performance.

The emphasis of the M&E system for the NCTTCA Strategic Plan (2017-2021) will be monitoring of outcomes and impact rather than processes and activities. Regular monitoring will focus on the following issues:

- a) Activities being implemented within set timelines and progress being made.
- b) The rate at which inputs (budgets, staffing and finances) are being used within agreed budget lines.
- c) The extent to which the desired results are being achieved in relation to set targets. and;
- d) Changes in the project environment and whether the assumptions still hold.

The implementation of the M&E mechanism will require the preparation of annual monitoring plans that will provide a framework for tracking of the NCTTCA interventions from objectives (outcomes) to outputs and activities as depicted in Table 12 below:

**Table 12: Annual Work Plan Template**

| Strategic Goal    |                  |            |          |        |            |              |                |
|-------------------|------------------|------------|----------|--------|------------|--------------|----------------|
| Program Objective | Expected Outputs | Activities | Baseline | Target | Time-lines | Risk Factors | Responsibility |
|                   |                  |            |          |        |            |              |                |

## 5.4 Progress Reports

In line with the M&E framework, the following key reports shall be regularly compiled:

### 5.4.1 Monthly Activity Report

The Heads of Programs will submit their monthly activity reports to the Head of M&E for compilation and submission to the Executive Secretary. This will contain the status of implementation of key activities and related actions undertaken during that particular month. The report will highlight progress made and any technical support that may be required. It also allows for lessons to be shared, and adjustments made or corrective actions and decisions to be taken, where necessary.

### 5.4.2 Quarterly Performance Report

At Program level, a quarterly program progress report shall be generated to provide the status of achievement of targeted outputs and the assessment of progress towards the strategy objectives and goals. The Member States through the NCTTCA focal points at the Ministries responsible for transport will serve as a link to the Secretariat’s M&E systems in relation to information provision and updates on projects and programs under implementation. Supplementary information and updates shall be generated through regular contacts by the Technical Programmes and Member States consultative visits. The reports will also provide an opportunity to share “lessons and experiences.

### 5.4.3 Bi-Annual Progress Report

The bi-annual progress report shall be prepared by the NCTTCA Secretariat in collaboration with the Member States. The report shall provide progress made in implementing the NCTTCA Strategic Plan

### 5.4.4 Evaluation of the NCTTCA Strategic Plan

Evaluations will be conducted by way of systematic and objective assessment of on- going or completed interventions, policies and the resulting impacts. The aim will be to determine the relevance, efficiency, effectiveness, impact and sustainability of the development interventions. Overall, evaluations will endeavour to explore the alignment of interventions and policies, change processes that support implementation of the strategic plan.

Depending on the focus and timing, the following valuations will be undertaken:

### 5.4.5 Baseline Evaluation (Ex-ante)

This evaluation will be carried out before the start to establish previous and/or current performance data for particular outcome indicators.



#### **5.4.6 Periodic Evaluation**

This type of evaluation will be carried out at regular intervals, e.g. annually. In the framework of the NCTTCA, the Mid-term Review of the implementation of the Strategy will constitute a periodic evaluation. Mid-term evaluations will also be carried out for any project of whose life span is at least three (3) years. Other types of evaluations that will be categorized as periodic include: event-triggered evaluations in response to a particular event or set of conditions; request evaluations in response to an ad hoc request, by the Member States.

#### **5.4.7 Ex-post Evaluation**

This evaluation will be undertaken at the end of an intervention/project or program particularly focusing on the final results with the aim of providing input and lessons for future interventions. An Ex post evaluation will be carried out during the final year of the strategy to assess the impact and sustainability of the various interventions implemented.

The above framework shall therefore provide a mechanism for effective and efficient monitoring, evaluating and reporting on progress of implementation of NCTTCA.

### **5.5 Success Factors**

In the implementation of the new strategy, the following are the critical success factors;

- a) Clear understanding of the strategic objectives, strategies, activities and targets for implementation by both the Management, Council of Ministers and Executive Committee members;
- b) Focused leadership and commitment from the NCTTCA's top management in terms of decision making and implementation of Strategy;
- c) Information sharing through effective communication between all implementers and Member States on activities and outcomes of each Strategic Goals;
- d) Ensuring that all activities are implemented in a time-phased fashion and in effective manner;
- e) Availability of human and financial resources in order to facilitate the implementation of each activity in the new Strategic Plan;
- f) Periodical review, performance oversight, measurement and reporting;
- g) Support from other institutions and key stakeholders;
- h) Creation of efficient systems of people and processes for the implementation; and
- i) A participatory approach with staff and leadership in setting of targets.

## 5.6 Risks in the Implementation of the Strategic Plan 2017-2021

Risk management involves identification, assessment and prioritization of risks followed by co-ordinated and economical application of resources to minimize and control the probability and/or impact of unfortunate events that may impede realization of organizational goals and exploitation of opportunities. The primary objective of risk management is therefore to assure that uncertainty does not hinder achievement of set goals.

Table 13 below contains a list of the major strategy implementation risks, description of risk and suggested mitigation measures.

**Table 13: Risk Management Framework**

| Risk Factor  | Description   | Mitigation Measures   |
|--|---|---|
| Lack of proper monitoring of strategy Implementation.                        | All the participating stakeholders need to diligently implement action plans identified in the Implementation Log frame. Failure to actualize the activities in the log frame will impact on the realization of NCTTCA's mandate.   | <ul style="list-style-type: none"> <li>Close monitoring of agreed performance outcomes.</li> </ul>  |
| Inadequate Funding for the implementation of program activities.             | NCTTCA's major source of revenue is earned from levies Any failure in this revenue stream is likely to severely affect NCTTCA's financial resources and thus its ability to meet its mandate.                                       | <ul style="list-style-type: none"> <li>Establish resource mobilization framework.</li> <li>Engage in an aggressive fund raising drives.</li> </ul>  |
| Technical and Human Resource Requirements.                                   | Having the right people holding the right positions is essential for the implementation of the activities highlighted in the Strategy. Insufficient human resources pose a risk in effective implementation of this Strategic Plan. | <ul style="list-style-type: none"> <li>Recruitment of required staff.</li> <li>Training and capacity building.</li> </ul>   |
| Poor Communication to Stakeholders in the Member States.                     | The absence of an effective and agreed communication strategy may result in poor information flow thereby delaying decision-making. This may result in failure and delays in the implementation of the strategy.                    | <ul style="list-style-type: none"> <li>Implement a Communications Strategy so as to ensure effective information flow of intended messages to intended people.</li> <li>An awareness of the strategic plan to all stakeholders should be created</li> </ul> |
| Reluctance of the collaborating partners to fund previously agreed projects. | NCTTCA relies on strategic partnerships with donors to fund most of the key projects. Therefore it is critical that they buy in into the projects and agree to give their support.  | <ul style="list-style-type: none"> <li>Explore alternative funding sources.</li> <li>Organize regular partners exchange forum.</li> </ul>   |
| Resource flow to the planned activities are delayed or even not forthcoming. | Most of the activities need to be completed within a set timeframe. Availability of resources within the set time is critical to the implementation of the set activities.  | <ul style="list-style-type: none"> <li>Sensitization is required for enhanced commitments.</li> </ul>   |

## 5.7 Conclusion

The 2017-2021 Strategic Plan provides a clear road map that will transform NCTTCA into a dynamic organization responsive to the needs of the Member States. Overall, the plan considered the needs, expectations and aspirations of stakeholders and ensures that the targets set are SMART.

# **APPENDICES**

**APPENDIX I: LOGICAL FRAMEWORK**

| Expected Outcomes   | Strategies  | Activities  | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                                      | Responsibility of Secretariat  | Budget (USD)  |
|---|---|---|--|----------|--------|-----------|------|------|------|------|--|--|---|
|   |   |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |   |
| <b>Strategic Goal 1: Sustainable development Corridor with seamless trade flows and vibrant Private Sector participation</b>  |   |   |  |          |        |           |      |      |      |      |  |  |   |
| <b>Program Objective 1.1: To support the private sector participation in financing of construction and maintenance of Corridor Trade and infrastructure development</b> |   |   |  |          |        |           |      |      |      |      |  |  |   |
| <b>A fully-fledged Private Sector participation in the Northern Corridor trade development.</b>   | Facilitating provision of infrastructure facilities and services. | Pursue the implementation of the RSS program along the Northern Corridor.   | A Road Side Station (RSS) Task Force set up in all Member State.                     | 2        | 4      |           |      |      |      |      | Set up Task Forces and provide the enabling environment for the RSS. | Coordinate at regional level and facilitate the Program implementation within the MS.              | 130,000   |
|   |   |   | Number of Road Side Stations (RSS) developed in each Northern Corridor Member State. | 0        | 2      |           |      |      |      |      | Provide and solicit funds for development of the selected sites.     | Work with the Member States to solicit funds and coordinate the development of the selected sites. | 120,000   |
|   | Improving the Business environment and investment facilitation.   | Benchmark and Share best practices on conducive business environment among member states and advocate for a conducive business environment. | A business profile booklet published every 2 years                                   | 0        | 2      |           |      |      |      |      |  | Mobilize stakeholders to provide data and create incentives to promote business investments.       | Collect data, process, publish and disseminate reports on business environment. |

| Expected Outcomes | Strategies   | Activities  | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States   | Responsibility of Secretariat   | Budget (USD) |
|-------------------|--|---|--|----------|--------|-----------|------|------|------|------|---|---|--------------|
|                   |  |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |   |   |              |
|                   | Promoting easy access to information on business opportunities in the region.                  | Implement and maintain a business opportunity information system.   | A functional database and its web portal implemented.            | 0        | 1      |           |      |      |      |      | Support the implementation and provision of data.   | Carry out the implementation of the project and manage the information system.                            | 250,000      |
|                   | Building Capacity on private sector investment and financing.                                  | Conduct training workshop and Share experience and information from regional institutions and Development Partners on PPP and other investment initiatives. | Number of Annual reports on PPPs in the region.                  | 0        | 5      |           |      |      |      |      | Provide relevant information and share experiences on PPP with the Secretariat.                           | Facilitate knowledge sharing and engagements.   | 90,000       |
|                   | Adopting common standards for PPP policy and legal framework work within the NC Member States. | Collect and update data on status of PPP legal frameworks in Member States.   | Number of knowledge sharing workshops and engagements organized. | 0        | 3      |           |      |      |      |      | Support all capacity building and knowledge sharing processes on private sector investment and financing. | Facilitate capacity building and knowledge sharing processes for private sector investment and financing. | 150,000      |
|                   |  |   |  |          |        |           |      |      |      |      | Provide information and participate in regional meetings related to PPP policy and legal frameworks.      | Coordinate, avail information and share them with all Northern Corridor Member States.                    | 20,000       |
|                   |  | Coordinate in collaboration with RECs, the development of a regional PPP framework and advocate for its adoption by the NC Member States.                   | Harmonized PPP framework   | 0        | 1      |           |      |      |      |      | Adopt and implement common standards of PPP policy framework.   | Advocate for the adoption of common standards of PPP policy framework                                     | 20,000       |

| Expected Outcomes   | Strategies   | Activities  | Performance Indicator                                     | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat   | Budget (USD) |
|---|--|---|---|----------|--------|-----------|------|------|------|------|--|---|--------------|
|   |  |   |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
| <b>Program Objective 1.2: To promote the implementation of investment projects with linkages to the Northern Corridor Anchor projects</b> |  |   |   |          |        |           |      |      |      |      |  |   |              |
| <b>Enhanced Socio-economic development along the Northern Corridor.</b>   | Developing a regional project profile and funding mechanism.   | Identify and package projects with linkages to anchor projects to potential financing partners.                               | Number of projects promoted and implemented.              | 0        | 12     |           |      |      |      |      | Collaborate and provide required data and information on the projects identified for implementation. | Update, compile data and advocate for the implementation of anchor projects in each Member State. | 80,000       |
|   | Monitoring implementation of identified Projects.  | Compile project implementation schedules and monitor progress.  | Number of progress reports.                               | 0        | 5      |           |      |      |      |      | Facilitate the implementation of the projects.   | Collect Data and provide analytical information on the status of the projects.                    | 50,000       |
| <b>Program Objective 1.3: To promote cross border trade and gender inclusiveness</b>  |  |   |   |          |        |           |      |      |      |      |  |   |              |
| <b>Increased cross border trade and strengthened SMEs with youth and gender inclusiveness.</b>  | Streamlining the cross border informal trade and promoting SMEs and gender inclusiveness in cross border trades. | Develop and implement a capacity building program, identify business opportunities for women and youth in cross border trade. | Capacity building program developed.                      | 0        | 1      |           |      |      |      |      | Support and validate the development of the Program  | Develop Guidelines on women and youth involvement.  | 50,000       |
|   |  | Profile and compile data, identify financing sources for SMEs, women and youth.   | Number of people trained.                                 | 0        | 200    |           |      |      |      |      | Facilitate and support the process of identifying trainees.  | Coordinate and organize the capacity building training for the SMEs.                              | 150,000      |
|   |  |   | A compiled profile review of SMEs in the 6 Member States. | 0        | 1      |           |      |      |      |      | Provide data relevant to the compilation of the profiles.  | Compile the required profiles and mobilize funds to implement the identified projects.            | 2,500        |

| Expected Outcomes   | Strategies  | Activities   | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat   | Budget (USD) |
|---|---|--|--|----------|--------|-----------|------|------|------|------|--|---|--------------|
|   |   |  |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
|   |   |  | A cross border information platform set up.                            | 0        | 1      |           |      |      |      |      | Support the development of the cross border information platform.      | Develop the cross border information platform.                                    | 5,000        |
|   |   |  | Number of financing institution committed to financing SMEs.           | 0        | 3      |           |      |      |      |      | Assist in availing the information relevant for resource mobilization. | Solicit financing for projects identified.  | 2,500        |
| <b>Program Objective 1.4: To stimulate intra-regional, international trade and regional integration</b> |   |  |  |          |        |           |      |      |      |      |  |   |              |
| <b>Increased interstate trade and strengthened regional integration.</b>                                | Promoting implementation of the COMESA Simplified Trade Regime (STR) by all NC Member States. | Sensitize, advocate for and monitor use of the STR Instruments.  | Number of MS using STR documentation at all border crossings.          | 4        | 2      |           |      |      |      |      | Implement the Simplified Trade Regime (STR)                            | Sensitize on the implementation of the STR and produce reports on use of the STR. | 30,000       |
|   | Promoting implementation of trade facilitation instruments in the region.                     | Advocate, sensitize and train NC stakeholders on use of trade and transport facilitation instruments under the COMESA/EAC and the WTO/WCO. | Number of sensitizations, training/capacity building drives conducted. | 0        | 6      |           |      |      |      |      | Nominate officers to be trained.                                       | Coordinate and conduct the training.  | 180,000      |
|   |   | Monitor and review progress of implementation of the Instruments.  | Number of Member States implementing the instruments.                  | 4        | 2      |           |      |      |      |      | Support the implementation of the trade facilitation instruments.      | Facilitate the processes in the implementation of trade facilitation instruments. | 50,000       |

| Expected Outcomes  | Strategies   | Activities  | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD) |
|--|--|---|---|----------|--------|-----------|------|------|------|------|--|--|--------------|
|  |  |   |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |              |
|  | Promoting formation and functioning of Joint Cross Border Management Committees.   | Form Joint Cross Border Committees.   | Number of border crossing points with operational Joint Border Management Committees. | 3        | 12     |           |      |      |      |      | Provide enabling environment for the committees.   | Facilitate of formation of committee.  | 150,000      |
| <b>SUB TOTAL STRATEGIC GOAL 1: 1,800,000</b>   |  |   |   |          |        |           |      |      |      |      |  |  |              |
| <b>Strategic Goal 2: Expanded and modernized transport infrastructure and services</b>                                   |  |   |   |          |        |           |      |      |      |      |  |  |              |
| <b>Program Objective 2.1: To coordinate the implementation of the Northern Corridor Priority Infrastructure projects</b> |  |   |   |          |        |           |      |      |      |      |  |  |              |
| <b>Interconnected transport infrastructures nodes and improved business opportunities in Member States.</b>              | Identifying priority infrastructure projects from the IMP, NCIP, NEC and PIDA for promoting regional integration and trade | Review IMP, NEC, NCIP and PIDA/ EAC Reports to identify projects.           | Number of infrastructure Projects identified in the 4 modes of transport.             | 20       | 30     |           |      |      |      |      | Facilitate the identification of projects and provide required information on the identified Projects. | Develop an updated NC infrastructure projects Database and organize meetings for validation of updated projects. | 125,000      |
|  |  | Develop harmonized criteria for project selection for the NC Member States. | Selection criteria for projects developed and validated.                              | 0        | 1      |           |      |      |      |      | Adopt the selection criteria   | Develop the prioritization Criteria, organize a Validation workshop, and report on progress and achievements.    | 15,000       |
|  |  | Advocate and monitor the implementation of identified projects.             | Number of key projects implemented.   | 0        | 12     |           |      |      |      |      | Implement the priority Projects  | Monitor implementation of identified projects.   | 25,000       |



| Expected Outcomes   | Strategies  | Activities  | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD)                                  |
|---|---|---|---|----------|--------|-----------|------|------|------|------|--|--|---|
|   |   |   |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |   |
|   | Improving Transport Services along the Northern Corridor.                                   | Promote increase of trucks, locomotives and Rolling stocks within NC.   | Percentage increase of trucks and locomotives operating in the Northern Corridor. | 0        | 5%     |           |      |      |      |      | Provide enabling environment, rehabilitate transport infrastructure                                      | Encourage Private Sector to invest in Transport industry, sensitize Transporters and follow up on the progress of railways projects. | 25,000  |
|   |   | Promote construction of new ICDs and CFSS.  | Number of new ICDs and CFSS in NC Member States.                                  | 35       | 15     |           |      |      |      |      | Provide enabling environment for business and investors.   | Advocate of development of ICDs at strategic nodes   | 75,000  |
| <b>Program Objective 2.2: To improve border post infrastructure and facilities</b>                            |   |   |   |          |        |           |      |      |      |      |  |  |   |
| <b>Improved infrastructure and facilities at all key Border Posts in the Northern Corridor Member States.</b> | Promoting construction of the upgrading of border post infrastructure and developing OSBPs. | Develop bilateral agreements and implementation roadmap.  | Number of bilateral agreements and Implementation road map.                       | 2        | 6      |           |      |      |      |      | Constitute inter-ministerial committees to follow up the Studies and the implementation of OSBP Project. | To coordinate bilateral meetings.  | 125,000                                       |
|   |   | Secure funding for the OSBP Projects and advocate for completion of current OSBPs and facilities already selected for construction and upgrading. | Number of OSBPs whose funding has been secured.                                   | 3        | 6      |           |      |      |      |      |  | Support the development and construction of OSBPs.   | Funds mobilization from development Partners. |

| Expected Outcomes   | Strategies   | Activities  | Performance Indicator                   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD)  |
|---|--|---|---|----------|--------|-----------|------|------|------|------|--|--|---|
|   |  |   |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |   |
| <b>Program Objective 2.3: To promote multimodal and intermodal transport operations</b>                                   |  |   |   |          |        |           |      |      |      |      |  |  |   |
| <b>An integrated multi-modal transportation system that connects Member States and facilitates a diversified economy.</b> | Improving interconnectivity of transport infrastructure in NC Member States. | Advocate for Rehabilitation of Ports and inland waterways in the NC Member States with a view to link the Indian Ocean and Atlantic Ocean through Mombasa Port and Banana in DRC. | Number of Ports rehabilitated.          | 1        | 3      |           |      |      |      |      | Rehabilitate the proposed ports  | Jointly source for funding for rehabilitation of the Ports.              | 230,000   |
|   |  |   |   |          |        |           |      |      |      |      |  | Development of new interchanges  | Identify and advocate for the implementation of new interchanges. |
| <b>Program Objective 2.4: To improve safety in all transport modes</b>  |  |   |   |          |        |           |      |      |      |      |  |  |   |
| <b>A transportation system that is safe and secure.</b>   | Improving Transport Infrastructure to enhance safety.                        | Develop data management system on safety and security in all transport modes.<br>Advocate for the establishment of parking facilities, Road, wellness centres and road furniture. | Countries with Data management Systems. | 0        | 6      |           |      |      |      |      | Establish and maintain data management system on safety and security in all transport modes. | Develop harmonized systems and reporting requirements for Member States. | 50,000  |
|   |  |   |   |          |        |           |      |      |      |      |  | Establish Road Side Stations.  | Monitor the implementation on RSS projects.                       |

| Expected Outcomes | Strategies   | Activities   | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |  | Responsibility of Member States   | Responsibility of Secretariat  | Budget (USD) |
|-------------------|--|--|---|----------|--------|-----------|------|------|------|--|---|--|--------------|
|                   |  |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021                                       |   |  |              |
|                   |  | Rationalize speed humps construction along the NC roads.                       | Number of countries implementing the road humps construction standards. | 0        | 6      |           |      |      |      |  | Implement the agreed construction standards                                 | Propose guidelines /standards for construction of speed humps along the NC roads.  | 30,000       |
|                   |  | Undertake International Roughness Index along the NC transit roads.            | Annual IRI surveys reports from all Member States.                      | 3        | 6      |           |      |      |      |  | Conduct IRI surveys and provide reports.                                    | Coordinate data collect, analyse and policy formulation; as well as assist Member States in mobilising funds for IRI survey. | 10,000       |
|                   |  | Implement/upgrade NC Member States database on crashes in all transport modes. | Number Crash databases.   | 0        | 6      |           |      |      |      |  | Share existing data on crashes in all Transport modes.                      | Collect data, analyse and disseminate information for informed decision.   | 20,000       |
|                   |  | Develop Self-regulatory Vehicle load Charters to support the EAC VLC act.      | Number of Member States with signed charter.                            | 1        | 5      |           |      |      |      |  | Formulate Self-regulatory Vehicle load Charters to support the EAC VLC act. | Monitor adherence to the Self-regulatory vehicle load charters by Member States.   | 50,000       |
|                   | Promoting voluntary compliance to vehicle load limits for all Member States. | Rollout voluntary compliance on vehicle load limits.                           | Number of Voluntary compliance charters launched in Member States.      | 1        | 5      |           |      |      |      | Support compliance on vehicle load limits. | Facilitate the roll out program in Member States and monitor compliance.    | 45,000   |              |

| Expected Outcomes   | Strategies   | Activities                        | Performance Indicator | Baseline | Target | Timeframe |   |  |   |      | Responsibility of Member States                         | Responsibility of Secretariat                 | Budget (USD) |    |  |  |  |  |  |  |  |         |
|---|--|-----------------------------------|-----------------------|----------|--------|-----------|---|--|---|------|---|---|--------------|----|--|--|--|--|--|--|--|---------|
|   |  |                                   |                       |          |        | 2021      | 2020  | 2019   | 2018  | 2017 |   |   |              |    |  |  |  |  |  |  |  |         |
|   |  |                                   |                       |          |        |           |   | Undertake Communication campaign against overloading in all the member States.   | Number of communication campaigns.                                  | 1    |   |   |              | 5  |  |  |  |  |  | Adopt and implement the prepared charters                  | Organize sensitization workshops on the adopted charters.  | 160,000 |
|   |  |                                   |                       |          |        |           |   | Establish roadworthiness, testing and vehicle inspection centres.  | Number of Member States with testing and vehicle inspection centres | 2    |   |   |              | 4  |  |  |  |  |  | Establish Vehicle inspection centres                       | Advocate for the establishment and sharing best practices. | 20,000  |
|   |  |                                   |                       |          |        |           | Promoting compliance to SOLAS amendment on container gross weight verification. | Sensitize stakeholders on the implementation of SOLAS amendment and establishment of gross Container weight verification Centres in the member states. | Number of sensitization workshops held.                             | 0    |   |   |              | 12 |  |  |  |  |  | Support the sensitization initiatives.                     | Coordinate and facilitate the sensitization processes.     | 60,000  |
|   |  |                                   |                       |          |        |           |   | Implement common safety standards guidelines in all transport modes within the NC Member States.   | Annual reports on safety from each Member States.                   | 0    |   |   |              | 6  |  |  |  |  |  | Enforce the implementation of the common safety standards. | Collect Data on safety standards and source for funding.   | 80,000  |
| Enhancing functioning of Authorities responsible for transport safety in Northern Corridor Member States. | Review of legislation on safety in Member States for harmonization | Transport Safety Common guideline | 0                     | 1        |        |           |   |  |   |      | Customize the national guidelines to the set standards. | Organise the review of legislation on safety. | 50,000       |    |  |  |  |  |  |  |  |         |
|   |  |                                   |                       |          |        |           |   |  |   |      |   |   |              |    |  |  |  |  |  |  |  |         |

| Expected Outcomes   | Strategies  | Activities  | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                              | Responsibility of Secretariat   | Budget (USD) |
|---|---|---|---|----------|--------|-----------|------|------|------|------|--|---|--------------|
|   |   |   |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
|   |   | Establish a common Rail transport policy framework.                             | A common framework established in the 6 Member States                       | 0        | 1      |           |      |      |      |      |  | 50,000  |              |
| <b>SUB TOTAL STRATEGIC GOAL 2: 1,435,000</b>  |   |   |   |          |        |           |      |      |      |      |  |   |              |
| <b>Strategic Goal 3: Harmonized trade and transport policies and regulations adopted in Northern Corridor Member States</b>           |   |   |   |          |        |           |      |      |      |      |  |   |              |
| <b>Program Objective 3.1: To increase the number of harmonized transport policies and regulations adopted by the NC Member States</b> |   |   |   |          |        |           |      |      |      |      |  |   |              |
| Eased enforcement and compliance to regulations across the Northern Corridor region.  | Implementing the Northern Corridor Common Transport Policy Framework.               | Review of the NC Common Transport Policy Framework.                             | An amended Northern Corridor Common Policy.                                 | 0        | 1      |           |      |      |      |      | Support the review process and implement the amended policy. | Review the Policy, identify areas for harmonization and organize workshop to validate recommendations.            | 50,000       |
|   | Reviewing and harmonizing the EAC and CEMAC/RDC Inland waterways regulations.       | Facilitate harmonization of the EAC and CEMAC/RDC inland waterways regulations. | A harmonized Inland waterways regulation.                                   | 0        | 1      |           |      |      |      |      | Support review process and implement regulations.            | Review the regulations, identify areas for harmonization and organize workshop to approve recommended amendments. | 100,000      |
| <b>Program Objective 3.2: To enhance level of compliance with the provisions of the NCTTA and the WTO/TFA by NC Member States</b>     |   |   |   |          |        |           |      |      |      |      |  |   |              |
| Reduced transit time, documentary requirements and cost of doing business in the Northern Corridor region                             | Monitoring implementation of the Northern Corridor Transit and Transport Agreement. | Develop and Update the NC Transit and Transport Agreement Scorecard.            | Number of updates to the Northern Corridor Transit and Transport Agreement. | 0        | 3      |           |      |      |      |      | Approve the scorecard and implement the pending provisions.  | Develop the scorecard, present for approval and provide regular updates.  | 5,000        |

| Expected Outcomes | Strategies   | Activities   | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD) |
|-------------------|--|--|--|----------|--------|-----------|------|------|------|------|--|--|--------------|
|                   |  |  |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |              |
|                   |  | Evaluate the NCTTA against the WTO - TFA Commitments to identify areas of improvement. | A Report on the proposed amendments to the NCTTA.            | 0        | 1      |           |      |      |      |      | Provide information on the level of implementation of the NCTTA and TFA provisions.                  | Analyze the information on the implementation of the NCTTA in relation to the TFA and propose amendments to the NCTTA. | 10,000       |
|                   | Reviewing the Northern Corridor Transit and Transport Agreement.                                 | Undertake review of the Northern Corridor Transit and Transport Agreement.             | A revised Northern Corridor Transit and Transport Agreement. | 0        | 1      |           |      |      |      |      | Ratification of the revised Agreement.   | Facilitate and coordinate the review and amendment of the Agreement.   | 50,000       |
|                   | Identifying and removing Non-Tariff Barriers to trade and transport along the northern corridor. | Undertake trade and transport logistics surveys.                                       | Trade and Transport Logistics survey reports.                | 0        | 5      |           |      |      |      |      | Support the surveys; provide information and relevant representatives to participate in the surveys. | Source for funds, organize and conduct the surveys, prepare the reports and organize validation workshops.             | 300,000      |
|                   |  | Advocate for elimination of Non-Tariff Barriers along the Northern Corridor.           | NTB Monitoring Reports.                                      | 0        | 5      |           |      |      |      |      | Enforce elimination of the identified NTBs.  | Monitor and report on the progress being made.   | 50,000       |

| Expected Outcomes  | Strategies  | Activities   | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                | Responsibility of Secretariat  | Budget (USD)  |         |
|--|---|--|---|----------|--------|-----------|------|------|------|------|--|--|---|---------|
|  |   |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |   |         |
| <b>Program Objective 3.3: To improve the administrative processes and procedures in the handling and clearance of internationally traded goods</b> |   |  |   |          |        |           |      |      |      |      |  |  |   |         |
| <b>Reduced non-value adding processes and procedures in trade formalities in Member States.</b>  | Implementing the recommendations of the Northern Corridor transport cost reduction studies and surveys. | Harmonize SCT procedures for clearance of goods along the Northern Corridor.                                   | Harmonized SCT procedures across all NC Member States.  | 0        | 1      |           |      |      |      |      | Member States implement harmonized procedures. | Make proposals on areas that require harmonization.  | 50,000  |         |
|  |   | Create a joint Transit System and work towards implementation of a carnet such as the TIR Carnet along the NC. | A single transit declaration/ Carnet to cover goods in transit from origin to destination along the NC. | 0        | 1      |           |      |      |      |      |  | Approve and implement the joint transit system/Carnet.   | Coordinate the development of a joint transit system and Carnet.                        | 300,000 |
|  |   | Enhance risk management processes within each jurisdiction involved in the clearance of goods.                 | Number of organizations involved in handling and clearance of goods implementing risk management        | 6        | 12     |           |      |      |      |      |  | Adoption and implementation of the risk management by government agencies                              | Advocate for the implementation of risk management.                                     | 20,000  |
|  |   | Create a special express lane at the NC borders for trucks carrying goods in transit.                          | Number of key border stations with Express lanes for transit. Goods.                                    | 0        | 5      |           |      |      |      |      |  | Establish an express lane for goods in transit already documented at first entry station along the NC. | Identify border stations that require express lanes and advocate for their development. | 15,000  |

| Expected Outcomes | Strategies | Activities   | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD) |
|-------------------|------------|--|---|----------|--------|-----------|------|------|------|------|--|--|--------------|
|                   |            |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |              |
|                   |            | Update Revenue systems to operate real time.   | Number of Revenue Authorities that have adopted real time payment systems with the banks.                                     | 3        | 3      |           |      |      |      |      | Implement the real time Revenue payment systems.                       | Advocate for the implementation of real time payments systems in all Revenue Authorities.                          | 5,000        |
|                   |            | Upgrade the operations of the One Stop Centre; to full electronic document handling and collaborative border management. | Number of OSC's with upgraded electronic document handling operations.  | 0        | 10     |           |      |      |      |      | Implement electronic document processing.                              | Identify and make proposals for the upgrades need at each OSC.   | 10,000       |
|                   |            | Develop and implement Northern Corridor-wide AEO Program.  | Number of countries implementing the NC-wide AEO Program.   | 0        | 6      |           |      |      |      |      | Participate in the development of the Program and approve the Program. | Coordinate the development of a Northern Corridor-wide AEO Program.  | 50,000       |
|                   |            | Operationalize the NC Public Private Partnership Committee.  | Guidelines for PPP Committee implemented.<br>Annual PPP Forums held.<br>Private Sector represented on the Executive Committee |          |        |           |      |      |      |      | Provide list of stakeholders for the PPP Forum.                        | Coordinate and organize the PPP Forum an election of the Private Sector representative to the Executive Committee. | 300,000      |



| Expected Outcomes   | Strategies   | Activities  | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                              | Responsibility of Secretariat  | Budget (USD) |
|---|--|---|--|----------|--------|-----------|------|------|------|------|--|--|--------------|
|   |  |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |              |
| <b>Program Objective 3.4: To harness ICTs and transport technologies to make the Northern Corridor a 'smart' corridor</b> |  |   |  |          |        |           |      |      |      |      |  |  |              |
| <b>A Smart Corridor with easy data exchange, monitoring and tracking of cargo across the region.</b>                      | Improving data exchange that leverages on existing SCT initiatives, e-SWS's and Customs Management Systems capabilities. | Establish a seamless data exchange platform along the Northern Corridor.<br>Advocate for enhancement of IT systems for trade (port, customs, SWS among others). | Data exchange platforms for tracking goods established.  | 1        | 2      |           |      |      |      |      | Implement the data exchange platform.                        | Advocate for implementation of harmonized data exchange platforms.                       | 35,000       |
|   |  |   | Percentage (%) of system availability.   | 60%      | 99%    |           |      |      |      |      | Enhance port and customs management systems and SWS.         | Advocate for enhancement and full adoption of reliable systems.                          | 15,000       |
|   | Coordinating the Implementation of a Regional Electronic Cargo Tracking System (R-ECTS).                                 | Promote implementation of R-ECTS.   | Number of countries with operational R-ECTS.   | 3        | 3      |           |      |      |      |      | Implement an interoperable R-ECTS.                           | Advocate for implementation of R-ECTS.   | 50,000       |
|   | Implementing a Regional Unique Consignment Reference (R-UCR).  | Incorporate R-UCR in Customs systems  | Number of countries implementing the R-UCR.  | 0        | 6      |           |      |      |      |      | Implement UCR in customs Management System.                  | Collect data and use UCR Data parameters in monitoring cargo movement and sensitization. | 25,000       |
|   |  | Integrate the RCTG business process into the existing Customs Management Systems (CMS) of the Northern Corridor Member States.                                  | Number of Member States with RCTG business process into the existing Customs Management Systems. | 3        | 3      |           |      |      |      |      | Implement the integration of the CMS with the RCTG Business. | Coordinate the process of integration.   | 30,000       |

| Expected Outcomes  | Strategies  | Activities   | Performance Indicator   | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                                      | Responsibility of Secretariat   | Budget (USD) |
|--|---|--|---|----------|--------|-----------|------|------|------|------|--|---|--------------|
|  |   |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
| <b>Program Objective 3.5: To improve industry service standards and encourage self-regulation</b>                        |   |  |   |          |        |           |      |      |      |      |  |   |              |
| <b>Increased level of sector efficiency and compliance to trade and transport charters.</b>                              | Facilitating business associations to adopt and implement self-regulatory codes of conduct. | Identify organized business associations and support in the development of codes of conduct. | Number of Business associations facilitated in development of self-regulatory codes of conduct. | 0        | 4      |           |      |      |      |      | Support the process of development of the codes of conduct/charters. | Facilitate development of the codes of conduct/charters.              | 100,000      |
|  |   | Monitor and enhance compliance to the Mombasa Port Community Charter.                        | Percentage (%) level of compliance to the Charter.  | 40%      | 80%    |           |      |      |      |      | Provide data for assessing compliance.                               | Collect data, analysis and disseminate of reports.                    | 100,000      |
|  |   | Rollout trade and transport facilitation charters.   | Number of Member States with trade and transport charters.                                      | 1        | 5      |           |      |      |      |      | Facilitate formulation of the trade and transport charters.          | Organize sensitization workshops on the trade and transport charters. | 150,000      |
| <b>SUB TOTAL STRATEGIC GOAL 3: 1,820,000</b>   |   |  |   |          |        |           |      |      |      |      |  |   |              |
| <b>Strategic Goal 4: Robust performance monitoring, evaluation and institutional capacity for the Northern Corridor</b>  |   |  |   |          |        |           |      |      |      |      |  |   |              |
| <b>Program Objective 4.1: To improve and maintain an effective corridor performance monitoring system and benchmarks</b> |   |  |   |          |        |           |      |      |      |      |  |   |              |
| <b>An efficient Transport Observatory system for data and monitoring the performance of all aspects of the corridor.</b> | Enhancing the Transport Observatory system.   | Update regularly data and upgrade the transport Observatory.                                 | Quarterly update of the Transport Observatory.  | 2        | 4      |           |      |      |      |      | Provide raw data for the Transport Observatory.                      | Update and Upgrade the Transport Observatory.                         | 60,000       |
|  |   |  |   |          |        |           |      |      |      |      |  |   |              |

| Expected Outcomes | Strategies  | Activities  | Performance Indicator  | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States   | Responsibility of Secretariat  | Budget (USD) |
|-------------------|---|---|--|----------|--------|-----------|------|------|------|------|---|--|--------------|
|                   |   |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |   |  |              |
|                   |   |   | Transport Observatory application upgraded.  | 1        | 5      |           |      |      |      |      | Support in integration of their systems with the Transport Observatory. | Upgrade the Transport Observatory.   | 80,000       |
|                   |   |   | Number of Member States with a Dashboard to monitor selected performance indicators. | 1        | 6      |           |      |      |      |      | Share data on weekly and monthly basis with the NCTTCA.                 | Analyse and report on weekly and monthly basis.                                    | 20,000       |
|                   | Maintaining a sustainable corridor performance monitoring system. |   | Review of indicators, set their targets, and benchmark.                              | 31       | 19     |           |      |      |      |      | Validate the reviewed indicators identified.                            | Identify new indicators and sensitize Stakeholders.                                | 50,000       |
|                   |   |   | Benchmarks and targets set.  | 31       | 19     |           |      |      |      |      | Provide feedbacks on updates provided.                                  | Prepare benchmark reports and share with stakeholders.                             | 25,000       |
|                   |   | Coordinate and improve data collections mechanisms.   | Number of data collection mechanisms streamlined/improved.                           | 3        | 3      |           |      |      |      |      | Automatically sharing data from ECTS.                                   | Collect and compare data from different tools including ECTS, GPS, Road Surveys.   | 15,000       |
|                   |   | Undertake the transport observatory quality audit/survey to identify areas that need more attention or improvement. | Number of observatory quality audit/survey undertaken.                               | 0        | 1      |           |      |      |      |      | Provide feedbacks and comments on the quality audit report.             | Prepare and organize the transport observatory audit and implement audit findings. | 50,000       |

| Expected Outcomes | Strategies  | Activities   | Performance Indicator                                | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat  | Budget (USD)                                       |         |
|-------------------|---|--|--|----------|--------|-----------|------|------|------|------|--|--|--|---------|
|                   |   |  |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |  |  |         |
|                   |   | <p>Process and analyze data, update the online database and disseminate reports.</p> <p>Determine the transport cost and cost of doing business in the region.</p> | Quarterly TOP reports available.                     | 4        | 20     |           |      |      |      |      | Provide data and feedback.   | Analyse data and set targets & benchmarks.   | 50,000   |         |
|                   |   |  | Semi-annual TOP reports available.                   | 2        | 10     |           |      |      |      |      |  | Provide data and participate in validation meetings.                                     | Collect, analyze and prepare validation workshops. | 625,000 |
|                   |   |  | Number of Periodical reports.                        | 4        | 12     |           |      |      |      |      |  | Provide data from available sources (Computerised operational systems, ECTS, GPS).       | Upload regularly analysed data online.             | 10,000  |
|                   | <p>Undertaking a comprehensive analytical and comparative transport cost review along the Northern corridor.</p> <p>Monitoring intra-regional trade for both formal and informal.</p> | <p>Data collection in the six Northern Corridor Member States.</p>   | Number of comparative study and nodes audit reports. | 0        | 1      |           |      |      |      |      | Facilitate and support the review and implement recommendations.   | Coordinate and Conduct the review.   | 60,000   |         |
|                   |   |  | Bi-Annual trade reports.                             | 2        | 10     |           |      |      |      |      | Provide data for both formal and informal trade and implement recommendations geared towards boosting trade. | Data collection, analysis and development of strategies to enhance intra-regional trade. | 50,000   |         |

| Expected Outcomes   | Strategies   | Activities  | Performance Indicator                                      | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                                      | Responsibility of Secretariat                             | Budget (USD) |
|---|--|---|--|----------|--------|-----------|------|------|------|------|--|---|--------------|
|   |  |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
| <b>Program Objective 4.2 :To promote monitoring of transport related environmental impact in the Northern Corridor</b>          |  |   |  |          |        |           |      |      |      |      |  |   |              |
| <b>A transportation system that is environmentally friendly and supports quality of life for the communities in the region.</b> | Collaborating with relevant agencies in MS in determining the emissions level and developing mitigation measures.  | Determine the level of maritime, port and corridor emissions.                           | Number of projects undertaken towards mitigation measures. | 0        | 3      |           |      |      |      |      | Support the initiatives to reduce emission levels along the NC.      | Collect data and analyze them for dissemination.          | 60,000       |
|   |  | Collect data and develop model tools to estimate maritime, port and corridor emissions. | Number of model tools developed.                           | 1        | 2      |           |      |      |      |      | Provide data and support the models development processes.           | Analyze data and develop the models for dissemination.    | 80,000       |
|   | Conducting sensitization campaigns amongst the relevant stakeholders in the Member States on environmental issues. | Build capacity on environmental awareness campaigns related to emissions.               | Number of capacity building campaigns organized.           | 0        | 5      |           |      |      |      |      | Identify stakeholders for capacity building and support the process. | Coordinate the capacity building and awareness campaigns. | 250,000      |
|   |  | Develop campaign materials for advocacy and sensitizations.                             | A best practice guide developed, published and translated. | 0        | 1      |           |      |      |      |      | Validate and adopt the best practice guide.                          | Prepare and disseminate the guide.                        | 55,000       |
|   |  |   | Number of meetings and workshops organized.                | 0        | 5      |           |      |      |      |      | Nominate participant for the meetings and workshops.                 | Organize meetings and workshops.                          | 80,000       |

| Expected Outcomes  | Strategies   | Activities   | Performance Indicator                                 | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat                                   | Budget (USD)   |       |
|--|--|--|---|----------|--------|-----------|------|------|------|------|--|---|--|-------|
|  |  |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |  |       |
|  |  | Promote use of Roadside stations in Member States.   | Capacity utilization of the roadside stations.        | 0        | 50%    |           |      |      |      |      | Participate in sensitization meetings and workshops.                   | Organize sensitization meetings and workshops.                  | 70,000   |       |
|  |  | Promote implementation of cold ironing at ports and container freight stations.  | Number of ports and CFSS implementing cold Ironing.   | 0        | 10     |           |      |      |      |      | Member state implement cold ironing.                                   | Sensitize and advocate for implementation of cold ironing.      | 10,000   |       |
|  |  | Implement the Green Freight Program in the Northern Corridor.  | Level of implementation of the Program activities.    | 0%       | 70%    |           |      |      |      |      | Support the implementation of activities in the Green freight Program. | Mobilize funds for implementation of the Green freight program. | 16,000   |       |
| <b>Program Objective 4.3: To Monitor the implementation of the Northern Corridor Strategic Plan and to evaluate its impact</b> |  |  |   |          |        |           |      |      |      |      |  |   |  |       |
| <b>Increased efficiency in the implementation of programs and activities of the Northern Corridor Secretariat.</b>             | Preparing and adopting an effective monitoring and evaluation system at the Secretariat. | Review the existing Northern Corridor Monitoring and Evaluation System.<br>Monitor programme implementation and evaluate impact. | Number of M&E documents reviewed.                     | 1        | 1      |           |      |      |      |      | Provide feedback to the content of the M&E System document.            | Review the Northern Corridor M&E System document.               | 5,000  |       |
|  |  |  | Number of monthly Progress updated.                   | 12       | 60     |           |      |      |      |      |  | Provide feedbacks through contacts with respective programmes.  | Prepare the Monthly Matrix and share progress and way forward with all programmes. | 2,500 |
|  |  |  | Number of consolidated Quarterly M&E Progress Matrix. | 4        | 20     |           |      |      |      |      |  | Provide feedbacks through contacts with respective programmes.  | Prepare quarterly matrix and share progress and way forward with all programmes.   | 2,500 |

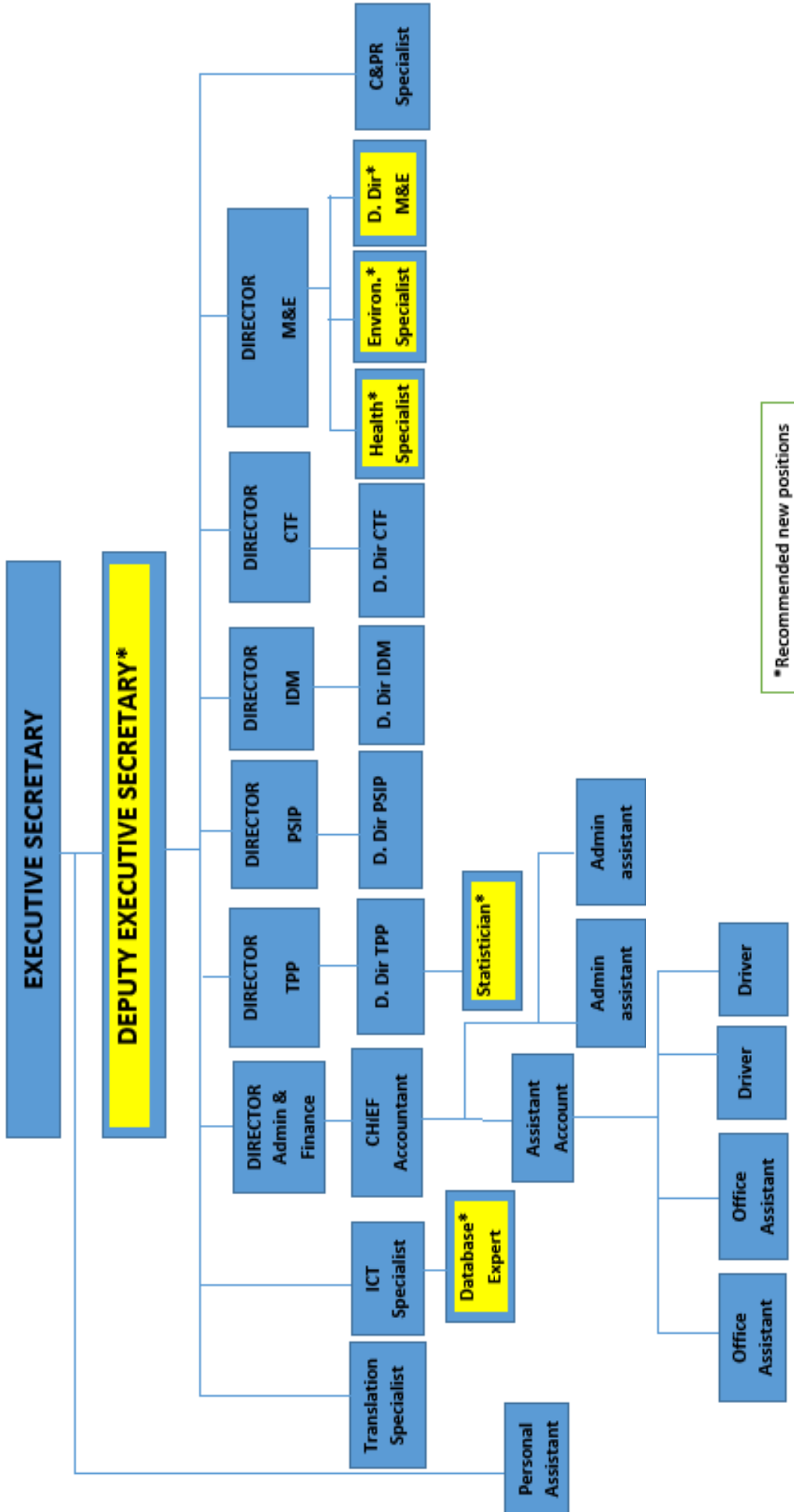
| Expected Outcomes   | Strategies   | Activities   | Performance Indicator                       | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States  | Responsibility of Secretariat   | Budget (USD) |
|---|--|--|---|----------|--------|-----------|------|------|------|------|--|---|--------------|
|   |  |  |   |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |  |   |              |
|   |  |  | Mid-Term Review (MTR) and Final Evaluation. | 2        | 2      |           |      |      |      |      | Provide data for the MTR and Final Evaluation.   | Conduct the Mid-Term Review and Final Evaluation of the Strategic Plan. | 160,000      |
|   |  |  | Number of Annual Reports produced.          | 1        | 5      |           |      |      |      |      | Provide and validate monitoring information.   | Report on the implementation of the NC Strategic Plan.                  | 15,000       |
|   |  | Develop a Northern Corridor Monitoring and Evaluation Manual.                | Number of M&E Manual developed.             | 0        | 1      |           |      |      |      |      | Provide feedbacks on the content and relevance of the Manual.                            | Produce the Manual and disseminate.                                     | 8,000        |
| <b>Program Objective 4.4: To promote the implementation of Northern Corridor Agreement and Protocols</b>  |  |  |   |          |        |           |      |      |      |      |  |   |              |
| <b>Increased awareness on the benefits of uniform implementation of the provisions of the Northern Corridor Transit and Transport agreement</b> | Increasing Public awareness through regular Stakeholders meetings, Campaigns and information sharing | Package material in major languages spoken in Member States and disseminate. | Number of packaged materials disseminated   | 0        | 25     |           |      |      |      |      | Facilitate the process of awareness creation through the information being disseminated. | Packaging materials for dissemination.                                  | 235,000      |
|   |  | Publish media packages in regional and local media in Member States.         | Number of media packages published.         | 0        | 30     |           |      |      |      |      | Support awareness efforts on the information being disseminated.                         | Packaging and disseminating media packages.                             | 145,000      |
|   |  | Upgrade, maintain and update the NCTTCA Web Portal/Social Media.             | Upgraded and updated web portal.            | 1        | 2      |           |      |      |      |      | Access the website and disseminating relevant messages.                                  | Update the Northern Corridor website.                                   | 70,000       |

| Expected Outcomes  | Strategies  | Activities  | Performance Indicator                              | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States   | Responsibility of Secretariat   | Budget (USD) |
|--|---|---|--|----------|--------|-----------|------|------|------|------|---|---|--------------|
|  |   |   |  |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |   |   |              |
| <b>Program Objective 4.5: To enhance financial sustainability of the Northern Corridor Secretariat</b>   |   |   |  |          |        |           |      |      |      |      |   |   |              |
| <b>Reduced funding gap and improved programming and managerial effectiveness of the Northern Corridor Secretariat.</b>   | Diversifying NCTTCA regular revenue resource base   | Develop sustainable funding mechanisms.   | Report on Financing models.                        | 0        | 1      |           |      |      |      |      | Approve and adopt proposals.  | Produce a reviewed financing mechanism.   | 50,000       |
|  |   | Advocate for the adoption of the revised funding mechanism.   | Funding mechanism adopted.                         | 0        | 1      |           |      |      |      |      | Adoption of the revised financing mechanism.  | Sensitize member states on the benefits of the revised financing mechanism.             | 25,000       |
| <b>Program Objective 4.6: To enhance strategic partnerships with RECs, Development Partners and IGOs whose spheres of influence is traversed by the Corridor</b> |   |   |  |          |        |           |      |      |      |      |   |   |              |
| <b>Strengthened collaboration and support from Donors, Development Partners, RECs and IGOs.</b>  | Benchmarking on Best practices on transport and transit corridor management and other emerging initiatives. | Participate actively in international fora related to trade and transport facilitation with the view of benchmarking and partnership. | Number of MoUs with RECs pursued and signed.       | 0        | 4      |           |      |      |      |      | Receive from the Secretariat updates and provide feedbacks. Receive updates, identify projects and provide feedbacks. | Facilitate Technical Officers from the Secretariat to attend fora. Draft and adopt MoU. | 40,000       |
|  |   | Mobilize funding from partners.   | Percentage Budget support by Development partners. | 10%      | 15%    |           |      |      |      |      | Sign MOUs With NCTTCA on funding agreements.  | Developing funding proposals.   | 15,000       |



| Expected Outcomes   | Strategies  | Activities                                | Performance Indicator              | Baseline | Target | Timeframe |      |      |      |      | Responsibility of Member States                           | Responsibility of Secretariat   | Budget (USD) |
|---|---|---|------------------------------------|----------|--------|-----------|------|------|------|------|---|---|--------------|
|   |   |   |                                    |          |        | 2017      | 2018 | 2019 | 2020 | 2021 |   |   |              |
| <b>Program Objective 4.7: To enhance capacity at the NCTTCA and Member states level</b> |   |   |                                    |          |        |           |      |      |      |      |   |   |              |
| Enhanced staff performance and improved program implementation by Member states.        | Training for staff and key stakeholders in Member States. | Undertake Training needs Assessment.      | Training Needs Assessment report.  | 0        | 1      |           |      |      |      |      | Identify capacity gaps and prioritize areas for training. | Facilitate capacity Building at the Secretariat and in Member States. | 50,000       |
|   |   | Develop and roll out staff training plan. | % implementation of training plan. | 0        | 100%   |           |      |      |      |      | Support the training Program.                             | Implementation of the training plan.                                  | 200,000      |
| <b>SUB TOTAL STRATEGIC GOAL 4: 2,764,000</b>  |   |   |                                    |          |        |           |      |      |      |      |   |   |              |
| <b>GRAND TOTAL: 7,819,000</b>   |   |   |                                    |          |        |           |      |      |      |      |   |   |              |

**APPENDIX II: ORGANISATIONAL STRUCTURE OF THE NCTTCA SECRETARIAT**



\*Recommended new positions



